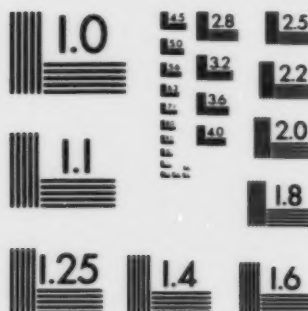


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Annual 85 Report

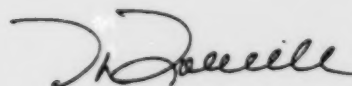
The Honourable Benoît Bouchard, P.C.
Secretary of State of Canada
House of Commons
Ottawa

Dear Minister,

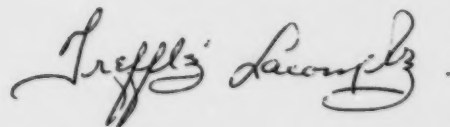
We have the honour of asking you to transmit for tabling in the House of Commons the report of the Public Service Commission of Canada for 1985.

It is submitted to Parliament in conformity with the provisions of section 45 of the *Public Service Employment Act* (Chapter 71, *Statutes of Canada* 1966/67.)

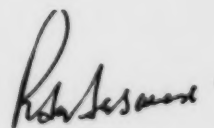
Yours sincerely,



Huguette Labelle
Chairman



Trefflé Lacombe
Commissioner



Peter B. Lesaux
Commissioner

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Population, appointments and separations

Stability of Public Service population (224 026 in 1984, 223 173 in 1985)

Slight increase in appointments *to* and *within* the Public Service (up 2.4% from 1984 to 85 983 in 1985)

Significant increase in the number of separations, including lay-offs, up 12.1% from 1984 (from 18 452 to 20 683)

Significant increase in resignations (up 15.7%) and retirements (up 12.9%) this year

Increase in the number of appointments without competition in the past three years (54.3% of all appointments in 1985 from 44.7% in 1983). More than half of these appointments represent reappointments for an additional term

Decrease in the number of promotions by reclassification during the same period (20.6% of all appointments in 1985 from 22.6% in 1983)

Slowdown in the increase of the population of the Management Category (up 2.8% from 1984)

Increase in the number of postsecondary graduates appointed to the Public Service this year (31.4% more from universities and 48.4% more from community colleges or CEGEPs)

Underrepresented groups

Implementation of special measures for members of visible minorities

Gradual increase in the proportion of women in the Public Service in the past three years (41.6% of the population in 1985 from 40.6% in 1983)

Significant increase in the proportion of women in the Management Category in the past three years (7.8% in 1985 from 5.9% in 1983)

Stability in the proportion of francophones (27.8% in 1985 and 27.7% in 1984)

Modest but encouraging success of native employment programs

Maintenance of gains by the Black Employment Program

Success of technical aids program for disabled people

Reform

Proposed amendments to the *Public Service Employment Act* and *Regulations* to simplify the hiring of public servants

Internal review of staffing policies to make them more flexible

Appeals and investigations

Increase of 12.2% in the number of appeals against personnel selections (from 2 463 in 1984 to 2 764 in 1985)

Transfer of responsibility for investigating employee complaints of discriminatory practices as defined in the *Canadian Human Rights Act* to the Human Rights Commission

Increase in the number of complaints of harassment, injustice in the workplace or appointments from outside the Public Service (from 1 142 in 1984 to 1 486 in 1985)

Audits

Review of the Commission's staffing audit practices

Training

Highly favourable evaluation of the Commission's Management Orientation Program for Public Service executives

Success of specialized courses offered by the Commission on subjects of current interest

Training budget surplus of \$1 362 111

Success of more flexible language training courses: cyclical courses, weekend courses, accelerated evening courses — 48.8% higher enrolment than in 1984

Decreased enrolment in continuous language training courses — 17.9% fewer enrolments than in 1984

Internal management

Integration of staffing programs to provide better service to departments

Maintenance of the Commission's human and financial resources below authorized levels

Establishment of an internal program and policy review mechanism

The Public Service Commission is an agency accountable to Parliament for the administration of the *Public Service Employment Act*, which governs staffing in the federal Public Service. Approximately 223 000 people are subject to the terms of this Act. The Commission has exclusive authority to make appointments in all departments and agencies that do not have separate staffing authority under specific legislation, and is responsible for ensuring that all such appointments are based on selection according to merit. For purposes of the *Financial Administration Act*, the Commission is designated as a department and reports to Parliament through the Secretary of State.

In addition to its responsibilities for staffing operations, the Commission operates a related appeals system, investigates anomalies in staffing, investigates and decides on allegations of political activity by public servants, and approves employees' requests for leave to participate in political activity.

The *Public Service Employment Act* allows the Commission to delegate any of its functions, except those related to appeals and investigations, to departments and agencies. Approximately 98% of staffing activities governed by the Act has thus been delegated. The Commission itself has mostly directed its efforts to adapting its delegated authority to the needs of departments, elaborating policies, recruiting from outside the Public Service, dealing with appeals and investigations and staffing the Management Category, as well as auditing departmental staffing activities to ensure compliance with the Act.

In addition to its exclusive statutory responsibilities, the Commission is also responsible for functions delegated to it by the Treasury Board, including managerial and specialty training, language training, the audit of certain personnel functions, activities related to the participation of underrepresented groups, and certain aspects of managing the Management Category.

The Commission is composed of three commissioners, one of whom is the Chairman and Chief Executive Officer. All three are appointed by the Governor in Council for 10 years. The Commission consists of six branches: Staffing and Management Category Programs, Staff Development, Language Training Program, Appeals and Investigations, Audit, and Corporate Systems and Services, in addition to its Executive Secretariat. With headquarters in Ottawa, the Commission has offices in St. John's, Charlottetown, Halifax, Moncton, Quebec, Montreal, Ottawa, Toronto, Winnipeg, Regina, Edmonton, Frobisher Bay, Vancouver, Yellowknife and Whitehorse.

The Commissioners

The jurisdictional powers of the Public Service Commission rest with the three commissioners, one of whom is the Chairman and Chief Executive Officer. Appointed by the Governor in Council for a ten-year term, the commissioners have the status of deputy head. Together, they set overall policy in accordance with the *Public Service Employment Act*, and a majority of commissioners constitutes a quorum.

Executive Secretariat

The Executive Secretariat plans and coordinates the Commission's strategies, policies, and ongoing activities. It answers requests for information from members of Parliament, is responsible for the preparation of the Commission's annual report, and performs certain functions outlined in the Act.

Staffing and Management Category Programs

The Staffing and Management Category Programs establish staffing policies and procedures, selection standards and tests, and administrative procedures for staffing in accordance with the policies and directives of the Commission, and the *Public Service Employment Act* and *Regulations*. They are responsible for the recruitment and selection of members of the Management Category. They recruit and refer candidates from outside the Public Service, perform those staffing

actions not delegated by the Commission to departments, and oversee departmental staffing activities. They carry out career and succession planning, and career counselling for members of and people aspiring to the Management Category. They set language standards and test language skills of candidates for and incumbents of bilingual positions. They are also responsible for Interchange Canada and for international assignments.

Audit Branch

The Audit Branch conducts cyclical audits to ensure that the staffing activities carried out under authority delegated to deputy heads by the Commission, and non-delegated staffing activities, are conducted in accordance with the *Public Service Employment Act*. It also conducts special studies and project audits on specific aspects of the staffing system. In addition, examination of other personnel management functions on behalf of the Treasury Board is integrated into the cyclical audits and carried out pursuant to the agreements between the two central agencies on their respective roles and responsibilities.

Staff Development Branch

This branch provides departments and agencies with developmental and training programs and related consulting and information services to improve the occupational performance of employees and to assist in implementing the Treasury Board training policy. It also assists departments and agencies in implementing their training plans. This branch operates on a revolving fund financing basis.

Corporate Systems and Services Branch

This branch designs, promotes, implements and coordinates management systems in the Commission. It ensures that internal Commission policies and systems are consistent with central agency requirements, directs the acquisition and management of the Commission's resources, and provides services to other branches through the following directorates: Administration, Information and Corporate Management Systems, Corporate Systems and Analysis, Finance, Public Affairs, Personnel, Internal Audit, Regional Services, and Review.

Appeals and Investigations Branch

This branch establishes independent boards to hear appeals brought by public servants against alleged breaches of the Act and Regulations in such matters as appointment, promotion, demotion, and release. Decisions of appeal boards are final and binding on the parties in an appeal and on the Commission, and can be set aside only by the Federal Court of Appeal. The branch serves as ombudsman in handling complaints from employees alleging personal harassment or unfair treatment on the job, and investigates complaints of questionable staffing practices brought to its attention by any source.

Language Training Program Branch

This branch responds to the needs of departments and agencies by providing language training to meet job requirements. It develops and conducts specialized courses in the two official languages in all regions of the country. It also delivers the Commission's Advanced Language Training Program. It advises departments and agencies and provides assistance on language training matters: analysis of needs, development of courses and programs to meet specific needs, program evaluation, testing, and guidance to public servants.

This is the seventy-seventh report that the Public Service Commission (up to 1967 the Civil Service Commission) has had the pleasure of submitting to Parliament. It was in 1908 that Parliament first embarked on a radical reform of hiring and promotion practices in the federal administration, with a view to establishing a public service in which employees would be appointed on the basis of their professional and personal qualifications and not because of their political affiliation or the services they had rendered to a political party or candidate. This reform, which was more clearly defined over the years through successive acts of Parliament, has given Canada a public service characterized by a political impartiality and professionalism that are the envy of many countries.

In this report, the Commission's activities in the second phase of a broad administrative reform project, which began in the fall of 1984 and continued throughout the following year, are discussed in a chapter on "Administrative Reform."

Staffing programs and policies, which meet the needs of the federal Public Service and respect the merit principle, are presented in an overview of "Staffing." This chapter on a major aspect of the Commission's activities at the centre of its statutory authority, touches on areas in which the Commission has identified a need for legislative reform of the *Public Service Employment Act* under which it has operated since 1967.

The increase in the number of appeals and investigations throughout 1985 as a result of increased competition for jobs in a period of restraint is reported in a chapter on "Appeals and Investigations." The consequent demand on the Commission's available resources to process the increased caseload and a number of initiatives taken to resolve complaints are also discussed. Other chapters include a review of activities concerning "Auditing Personnel Management," "Training Public Servants," "Language Training" and "Control Over Internal Resources."

For the achievements described in this report we owe a debt of gratitude to the employees of the Commission for their dedication and professionalism. We are also grateful to the deputy ministers, the Treasury Board Secretariat, departmental managers, personnel administrators and the Public Service bargaining agents for their cooperation during the year. Finally, we wish to express our appreciation to members of Parliament for their support and their help in drawing our attention to a range of issues of interest to the Public Service.

Phase I

In 1979, the Commission began its administrative reform of staffing with a view to delegating staffing authority to departments better adapted to their needs. The Commission thereby recognized the special characteristics of each organization and gave it the authority to take action appropriate to its situation. In late 1984, it further consolidated its plans by implementing the *administrative reform* project (Phase II).

Phase II

In 1985, while continuing to ensure the appointment of the best qualified candidates, the Commission committed itself to pursuing the objectives of administrative reform:

- expediting the staffing process
- eliminating all unnecessary documentation or complications from the staffing process
- ensuring the planning and management of the staffing process in departments
- delegating staffing authority to line managers where possible.

To do this, the Commission took action on three fronts.

First, it undertook a study of the effectiveness of the staffing system in six departments, with their cooperation. Among other things, this study made it possible to identify various factors that affect productivity and the time required to staff a position: the number of candidates, the department in which the position is to be staffed, the area of competition, etc. The Commission also suggested that similar studies be implemented in other departments.

The Commission then initiated a review of staffing regulations, policies, procedures and other principles, basing itself strictly on the provisions and requirements of the *Public Service Employment Act* and its various interpretations by courts and appeal boards. The Commission will thus be able to streamline the staffing system and improve its administration.

In this regard, the administrative reform policy review examined all staffing policies and procedures in light of what is required by law or deemed essential to maintain the application of merit in the Public Service. The result was the division of all Commission staffing policies and procedures into three groups: those to be maintained, those that could be modified, and those to be eliminated.

In making this review, the Commission consulted a special panel of senior departmental managers, the Joint Consultation Committee and the Advisory Committee on Personnel Policy. The measures to be taken as a result of this detailed policy review, begun in early 1985, will be introduced progressively in 1986 and will respond as much as possible to the many recommendations made by the participating departments: Agriculture, Justice, and Consumer and Corporate Affairs.

Thus, changes have already been or will soon be made in the administration of delegated and non-delegated authority. Examples are the simplification of bilingual staffing in the Administrative Support and Operational categories, the amendment of the *Personnel Management Manual* to reduce the documentation required for staffing and the fact that some acting assignments will no longer be seen as appointments within the meaning of the Act but rather as situations covered by the *Financial Administration Act*. The steps taken are expected not only to follow the merit principle, but to be flexible enough to meet specific departmental requirements.

Finally, the Commission, in cooperation with certain departments, initiated a review of their staffing systems. Five departments — Agriculture, Justice, Consumer and Corporate Affairs, Communication and Employment and Immigration — agreed to take part in projects and to study their staffing systems with us to improve their effectiveness. In this way, the Commission seeks to subdelegate more staffing authority to departmental managers, who are most familiar with the requirements of positions to be staffed.

Three teams have completed their studies of administrative reform and made recommendations to date. They specifically mention various areas in which corporate policy should be reviewed in light of the reform undertaken: definition of areas of competition, appointments without competition, documentation required for staffing, selection standards, and selection and assessment tools. The Commission is currently studying these findings within the framework of the internal review that it has undertaken.

In addition, to help organizations interested in undertaking their own internal review, the Commission provided them with information on the work of these teams and planned changes in staffing. To this end, the Commission has started publishing a newsletter entitled *Administrative Reform* that regularly reports on the progress of studies launched by departments, and also held meetings to inform staffing officers of the reforms to be implemented.

The Commission thus gave administrative reform a sharper focus in 1985. It expects substantial improvements in the general administration of staffing in the coming year, thanks to positive reaction throughout the Public Service and departmental cooperation.

One of the Commission's main statutory responsibilities is the provision of services to staff positions in the federal Public Service according to relevant sections of the *Public Service Employment Act* and *Regulations*. In 1985, the Commission took into account four factors that influence these responsibilities. The first is a clearly perceived requirement for a staffing system responsive to today's challenges. The second is an equally clear responsibility on the Commission's part to develop an appropriate response in support of the government's policy of workforce adjustment. Third is the maintenance and improvement of current programs within the Commission, programs that affect the working lives of thousands of public servants. Finally, there is the Commission's strong support of measures to ensure equitable representation in the Public Service of women, native people, disabled people and visible minorities.

Staffing activities this year have been guided by the Commission's overall commitment to achieving these four factors, as outlined in order below.

Responsive Staffing

Throughout 1985, the Commission, mindful that restraint in the allocation and management of government resources has affected personnel administration, continued to explore the scope of possible changes to the *Public Service Employment Act* and *Regulations*. Many of these proposed changes have as a goal the simplification of the staffing process to make it more accessible to line managers, while respecting the basic principles of merit and equity.

Another Commission objective is to revise the existing *Public Service Employment Regulations*. Initially, the Commission simplified one major regulatory area dealing with acting appointments by instituting new procedures to govern situations where an employee has been asked to assume temporarily the duties of another posi-

tion. After a process of full and open consultation with representatives of collective bargaining agents and departmental managers, the Commission has decided to eliminate Regulation 25 on acting appointments as of April 1, 1986. The regulations will also be modified to conform to Federal Court decisions on the right of appeal and the appropriate form of notice of appointments.

Exclusion orders

The *Public Service Employment Act* permits the Commission to exclude positions or groups of positions from the application of all or a part of the Act when the Commission determines that it is neither practicable nor in the best interest of the Public Service to apply the legislation. This year, in consultation with representatives of collective bargaining agents, the Commission approved a number of departmental requests for renewed or new exclusion approval orders. The requests included renewed orders to permit the employment of women in specified positions in correctional institutions for male inmates, the employment of research assistants at Canada's three military colleges operated by the Department of National Defence, and to permit the Department of External Affairs to hire certain persons for a period of less than six months. A complete list of all personal and group exclusions is included in Tables E and F.

In 1985, the Commission made major revisions to the guidelines departments use to request such exclusion approval orders. The revision focused on the appropriate level of mandatory consultation between management and employee representatives, and formal consultation with the Canadian Human Rights Commission on policies for the inclusion of underrepresented groups. Another important change to the process was the institution of a formal monitoring system to ensure the correct application of exclusion approval orders. This system will complement existing audit of the staffing function.

Delegation

The *Public Service Employment Act* provides for delegating to deputy heads the authority to staff positions both to and within the Public Service. The Commission has delegated over 98% of all appointment activities to departments, and this year continued to implement the new framework for delegation discussed in earlier annual reports.

New delegation arrangements were made for four departments. Of these delegation instruments, one, for the Department of National Health and Welfare, has incorporated special processes to recruit hospital and community health personnel and to make special provisions for the recruitment of medical personnel in the Northwest Territories. Three additional departments received modifications to their existing instruments of delegation, resulting in the granting of additional authority to meet special needs. Staffing authority was delegated for the first time to the four agencies listed in Table G.

Leaves of absence for political partisanship

Under section 32 of the *Public Service Employment Act*, a public servant seeking to be a candidate in a federal, provincial or territorial election must apply to the Public Service Commission for a leave of absence without pay. The Commission may grant the leave if, after consultation with the deputy head, it is convinced that "the usefulness to the Public Service of the employee in the position he then occupies would not be impaired by reason of his having been a candidate for election."

In 1985, the Commission received fifteen requests for leave under section 32 of the Act, all from prospective candidates to provincial or territorial elections. With one exception, all requests were granted.

Revocation of appointments

Revocation of appointments can occur under the Act:

- under section 6—if the appointment was made under delegated authority and the Commission is of the opinion that the person appointed does not possess the necessary qualifications to perform the duties of the position, or if the appointment contravened the terms and conditions under which the department received its authority. However, if the appointment was from within the Public Service a board of inquiry would be charged with recommending the revocation;
- under section 21—if an appeal against an appointment has been allowed;
- under section 41—if following an investigation a public servant is found to have been involved in a fraudulent practice.

In 1985, 8 appointments were revoked, 5 under section 6 and 3 under section 21.

Workforce Adjustment

Appointment trends and issues

The Commission received 31 064 applications for employment during 1985, including post-secondary recruitment and Foreign Service applications, but excluding those for the Management Category. In 1985 the total number of appointments rose 2.4% to 85 983 from 84 002 in 1984. Appointments from outside the Public Service to both term and indeterminate positions increased slightly to 11 406 from 11 028 in 1984, an increase of 3.4%. The total number of appointments for an indeterminate period increased to 38 549 from 37 387 in 1984, an increase of 3.1%, and appointments for specified periods of time increased to 47 430 from 46 595 in 1984, an increase of 1.8%.

The number of appointments without competition rose to 40 492, or 47% of all appointments. Over half of this total represents reappointments of term employees to the same position before

the expiry of the term. An additional one-quarter were lateral transfers. Fewer than 10% were reclassifications.

Effect on staffing

The Treasury Board's policy of workforce adjustment has resulted in a significant increase in activity of the Commission's Priority Administration System. The *Public Service Employment Act* provides a statutory priority for the appointment of employees returning from leave of absence, certain ministerial staff, and employees who have been laid off. Such priority status entitles these persons, in preference to all other candidates, to be considered for appointment without competition to any position for which the Commission considers them qualified.

The Commission has also established an *administrative* priority that grants similar rights to employees declared surplus to requirements, and another form of administrative priority status to those who have been downgraded or have had to change location because their spouses have changed jobs. Employees with an *administrative* priority are considered for appointment after those with a *statutory* priority. The Commission's Priority Administration System ensures that before proceeding to the normal staffing processes, departments give due consideration to employees with a priority who, in the opinion of the Commission, meet the basic requirements of the position being filled or who, in the case of surplus and laid-off persons, can be retrained.

As evidence of the scope of the Commission's activities and the number of people involved in the Priority Administration System, the number of surplus employees entering the System increased 42% over that of last year. Of the 3 962 people who entered the system with priority status in 1985, 2 472 had administrative priority as surplus employees. Some 1 189 of the 3 962 were reappointed to new positions as of December 31, 1985, and 560 persons chose not to exercise their right to

Employees entitled to priority status

Reason	Right to priority		
	Exercised	Not exercised	Total
Leave of absence - returnees/replacements	451	29	480
Ministerial staff	2	1	3
Lay-offs ^a			
• reorganization	270	113	383
• privatization	109	75	184
• decentralization	8	8	16
Surplus ^b			
• reorganization	1 688	281	1 969
• privatization	55	22	77
• decentralization	53	1	54
Unsuccessful language training	13	—	13
• Reinstatement ^c	186	5	191
Relocation of spouse	567	25	592
Total^d	3 402	560	3 962

^a Of the 583 persons laid off, 184 were privatized with a job offer and 89 employees asked to be laid off prior to their scheduled lay-off date.

^b In 1985, 372 employees who were entitled to priority status because their position had been declared surplus were laid off during the year. In this table, they are included under lay-offs.

^c Refers to surplus or laid-off persons who accepted lower level positions and were given an administrative priority for one year to be considered for positions at their previous group and level.

^d The members of the Management Category who became entitled to priority status during 1984 are not included in the totals.

priority. The remainder will be considered for Public Service jobs for the duration of their entitlement (see Table A). Following consultations between the Treasury Board Secretariat and collective bargaining agents, the period of notification of surplus status in instances of workforce adjustment was lengthened to allow more time for the consideration of priority placements.

The Commission is also responsible for marketing all priority employees to departments, and for counselling surplus employees and laid-off persons. The Commission assists departments in developing internal redeployment processes and monitors departmental compliance to the workforce adjustment policy with respect to appointments.

The Priority Administration System is operated by each of the Commission's regional offices, with responsibility at headquarters to oversee the effectiveness and efficiency of the system.

To assist in the reappointment of surplus and laid-off employees, the Commission, in conjunction with the Treasury Board, briefed line managers and senior personnel administrators in all major centres across Canada on the revised Treasury Board policy on workforce adjustment. The Commission distributed an information booklet to all surplus and laid-off employees to respond to questions concerning alternate employment opportunities, financial matters, and how best to prepare for employment interviews. The Com-

mission has also developed a counselling course for managers and personnel administrators specifically directed to the needs of persons affected by workforce adjustment. Finally, the Commission and the Treasury Board Secretariat officials developed a seminar on workforce adjustment that provides managers with alternative, equitable means of carrying out reductions with as few lay-offs as possible.

Activities in 1985

The efficient, effective delivery of staffing services remained the Commission's main activity in 1985. This aspect of the Commission's work, as previously mentioned, includes the maintenance

and improvement of a number of ongoing programs that can have a direct effect on the working environment, morale, and productivity of thousands of public servants. The administration of these programs constitutes a large part of the Commission's mandate, and the associated activities are grouped below under six sections: Branch Integration, Post-Secondary Recruitment and Employment, Selection Standards and Testing, Human Resources Planning, Staffing of Bilingual Positions, and Management Category Programs.

Branch integration

During 1985 the staffing functions previously carried out in the Management Category Programs Branch and the Staffing Programs Branch were integrated into one branch. Consequently, the responsibilities for the staffing function, including those related to resourcing the Management Category, now rest with one organization. This integration, however, is not merely an internal action. Branch integration responds to the need to improve the coordination of the delivery of staffing services to all the Commission's clients.

For a number of years the Commission has recognized the important role that both departmental management and representatives of the collective bargaining agents must play in respecting the merit principle. The consolidation of Staffing and Management Category Programs will ensure improved and more focused consultation between the staff and official sides of the Joint Consultation Committee¹ and between the representatives of departmental management and the Treasury Board Secretariat who sit on the Advisory Committee on Personnel Policy².

Post-secondary recruitment and employment

Even in a time of restraint, the Public Service must continue to attract new employees. Although proportionately fewer opportunities exist now than a decade ago, this has not deterred young Canadians from applying for employment. The Commission's post-secondary recruitment programs are an important part of this process. This year, there was an overall increase in the total number of post-secondary appointments over that of 1984, despite some reductions in the Career-Oriented Summer Employment Program (COSEP) and the Administrative Trainee program.

In 1985, 994 university graduates were appointed, an increase of 31.4% over 1984. Community college and CEGEP graduate appointments totalled 282, an increase of 48.4%.

In 1985, 6 434 students were hired under COSEP, a decrease of 14.6% compared with 1984. The recruitment and referral responsibilities for this program were carried out by the Department of Employment and Immigration under delegated authority from the Commission.

As a result of a Treasury Board decision in 1984 to provide increased employment opportunities for cooperative education students, 2 413 of these students were appointed in 1985 compared with 797 in 1984, an increase of 302.8%. The number of institutions with work-study programs is also increasing and in 1985, students were hired from 49 post-secondary institutions throughout the country.

Fifty-eight persons were appointed as administrative trainees, compared with 96 in 1984. Of these, 28 were recruited from universities and 30 were selected through departmental competitions.

Selection standards and testing

The Commission is responsible for the selection standards issued for each occupational group in the Public Service. These standards set out basic

guidelines followed by departments and agencies in determining the qualifications they are looking for and assessing the qualifications of individuals. During 1985, the Commission worked with personnel administrators and managerial and union representatives to review these standards to ensure that they are "user-friendly" for those who must apply them on a day-to-day basis, and sufficiently flexible to permit the use of up-to-date personnel assessment techniques.

In 1985, some 50 000 Public Service Commission occupational tests were administered throughout the Public Service. In response to increased demand, the time spent on advice and assistance to departments more than doubled, with a focus on developing tests for specific competitions and on meeting particular staffing objectives.

In 1985, a number of activities were undertaken in delegation of second language testing to give departments greater autonomy in managing their human resources. Upon request from departments, the Commission reviewed and monitored evaluations by departmental assessors to ensure quality assessments. The Commission also initiated the development of a system it now operates for regular monitoring of evaluations in departments.

At present, 36 departments and the Office of the Auditor General have implemented delegated authority for reading and writing tests. As for the assessment of listening and speaking abilities, 10 departments have implemented delegation in one or more regions, while 12 departments are in the process of implementing delegation in one or more regions. Two additional departments (the Federal Court of Canada and the Tax Court of Canada) received delegated authority to assess second language skills this year.

¹ Representatives of the certified bargaining agents in the Public Service and representatives of departmental management.

² Representatives of departmental management and the central agencies.

Human resources planning

In 1985, the Commission provided support services to departments and agencies for human resources planning, including affirmative action. Analytical support was provided to the Treasury Board for the review of affirmative action and multi-year human resource plans, particularly in areas with implications for Commission programs. Provision and interpretation of data from central information systems and labour market sources continued to be an important service to departments. In this context, the Commission produced information on the availability of disabled persons and francophones in the labour force and began research into data sources for a document on visible minorities. Forecasting, monitoring and control techniques were the focus of developmental work on human resources planning tools for departments.

Staffing bilingual positions

In 1985, appointments to bilingual positions increased from 17 602 in 1984 to 18 267, 61.4% of which were indeterminate appointments. Of all appointments during the year, these bilingual appointments constitute 21.2% of the hiring activities or mobility (promotions, transfers etc.), practically the same proportion as in 1984.

Indeterminate appointments are divided into two types: imperative and non-imperative. Imperative staffing means that candidates must meet the specific bilingual requirements of the position immediately. It is in fact the strict application of the merit principle stated in the *Public Service Employment Act*. Non-imperative staffing means that candidates are given time to meet the language requirements of their position in certain circumstances. This makes it possible to overcome difficulties in finding bilingual people in some employment fields and regions of Canada.

In 1985 imperative staffing was used for 44% of indeterminate appointments to bilingual positions, compared with 42.7% in 1984. Movement towards the

full application of the Act in the staffing of bilingual positions was more pronounced this year.

Concerned by the increase in imperative staffing, employee unions asked the Treasury Board Secretariat for an inquiry to ensure that criteria governing the type of staffing used were still being followed and that this type of staffing was properly applied. A joint taskforce of the Treasury Board Secretariat and the Public Service Commission was thus given a mandate to review a sampling of bilingual staffing actions in the National Capital Region for a six-month period.

The study showed that imperative staffing was unnecessary in 10% of the cases, while 20% of non-imperative staffing actions met criteria for imperative staffing. The taskforce also noted that not all positions correctly identified as bilingual impose the same requirements on the incumbents. The language requirements of positions that are or might reasonably be bilingual imperative are stricter, especially for proficiency and use. Managers seem to be chiefly concerned with the pool from which they can obtain necessary human resources.

In 1985 the number of qualified bilingual appointees to bilingual indeterminate positions increased by more than 5.0% compared with 1984. A mere 13.9% of appointees to bilingual positions were appointed under the *Official Languages Exclusion Approval Order*. This explains why only 1 166 appointees to bilingual positions were required to take language training courses and 393 were exempted from the obligation to become bilingual in order to occupy their positions. These constitute a decrease of 262 cases compared with 1984.

Francophones accounted for 26.8% of the 393 people exempted; anglophones 73.2% (a decrease of 2.2% from 1984.) Of the 1 166 persons excluded at the time of appointment, francophones represented 17.6% and anglophones 82.4%.

As part of the administrative reform now underway, the Public Service Commission has delegated authority to departments to define the minimum language standard (level "A") for positions in the Administrative Support and Operational categories. Furthermore, it is no longer necessary to obtain the Commission's approval to establish such requirements for bilingual positions whose incumbents must provide service to the public or assume supervisory duties, as long as these requirements remain compatible with the *Second Language Selection Standard*¹.

Participation of both language groups

In 1985, 58 877 anglophones and 26 569 francophones were appointed to and within the federal Public Service. Francophones accounted for 30.9% of all appointments, and 46.8% (12 448) were appointed to bilingual positions compared with 9.8% (5 768) of anglophones.

The decline in number and percentage of francophone employees who have left the Public Service since the beginning of the 1980s, voluntarily (resignation, early retirement...) or not (retirement, illness, death, termination of employment...), continued in 1985. This explains why anglophones accounted for 72.2% and francophones 27.8% of the global participation by language groups in the Public Service at the end of the year.

Regarding the equitable participation of both language communities, the substantial increase in the number of anglophones appointed this year from outside the federal Public Service in Quebec deserves particular mention. Province-wide, except for the National Capital Region, the proportion of anglophone recruits increased from 5.6% to 8.9%. In Montreal, the increase was 11.2%. The trend noted last year toward greater francophone participation in New Brunswick and northern and eastern Ontario continued in 1985, despite restrictions in hiring.

¹ Provides the means to determine the linguistic requirements of bilingual positions and the level of second language proficiency required.

A new labour market data inventory (by employment field, occupational group and sub-group)¹ will enable departments and agencies to plan their francophone and anglophone recruitment programs more effectively. This is but one of the human resource planning documents published during the year by the Staffing and Management Category Programs.

Management Category programs

During 1985, the Management Category Programs responded to government initiatives to streamline and rationalize a wide range of departmental programs. For their part, deputy heads focused increasingly on the careful deployment of their management resources, and many senior managers and executives have had to reassess their personal career plans and consider lateral rather than promotional moves.

This year, deputy ministers were asked to consult with the Commission prior to redeploying staff within their departments. This temporary departure from normal practice was necessary because of adjustments approved by the Treasury Board for the Management Category

Voluntary Early Retirement Program and other workforce adjustments affecting the category.

The Management Category has two occupational groups: Executive (EX), with levels ranging from 1 to 5, and Senior Management (SM). Compared with 4 291 in 1984, there were 4 400 members in the category at year end. This increase can be accounted for in large part by the conversion of a number of foreign service officers to the Management Category. The distribution of the major types of appointment by level within the Management Category for 1985 is given in Table B.

Brokerage and counselling

Brokerage is the planned interdepartmental deployment of executives and senior managers with high potential who require developmental experience, or are experiencing temporary employment difficulties not necessarily attributable to performance. This process involves the counselling of senior managers and executives and matching them with job possibilities in other departments. Brokerage activity took on added significance in 1985 due to the limited career opportunities during this period of restraint and the streamlining of certain departmental programs. The government's early retirement program increased counselling

activity in the Management Category Programs. All counsellors received training in career counselling to better serve clients contemplating early retirement and career moves.

International assignments

The objectives of the Commission's international programs, managed with the Department of External Affairs, are to improve the representation of Canadians in international organizations and to increase the number of exchanges between the Canadian Public Service and foreign governments. Assignments to international organizations ensure that Canada plays an important role in the work of the world's multicultural agencies. Exchanges with other governments also facilitate the transfer of knowledge and technology. During 1985, 43 Canadians were placed in international organizations.

Of the 6 most senior positions Canadians obtained in international organizations, 3 were won by women. In addition, 16 Canadian public servants were assigned to other governments and 12 foreign visitors took up assignments in the Canadian Public Service.

¹ *Francophone and Anglophone Representation in the Labour Market for Occupations Corresponding to Federal Public Service Employment: Officer Categories*. Ottawa: PSC, 1985.

Management Category appointments

Management Category level	Appointments to the Management Category	Promotions	Lateral transfers or deployments ^a
EX-5	3	13	12
EX-4	5	33	19
EX-3	7	39	46
EX-2	15	161	62
EX-1	66	92	96
SM	206		233
Total	302	338	468

^a Excludes reappointments, downward transfers or demotions

Career assignments

The Career Assignment Program (CAP), administered by the Commission on behalf of the Treasury Board, continues to be one of the most effective means for departments to identify and develop individuals with senior management potential. The program assesses the potential of candidates to perform at senior management levels. Those selected enter a program of education, counselling and planned work assignments. Traditionally, invitations are also extended to organizations outside federal jurisdictions and, since its establishment in 1968, CAP has accommodated 93 individuals from this group of organizations.

This year, of the 62 new participants in the program, 21 completed the course in western Canada. The western Canada program was introduced in 1984 on a pilot basis in response to interest expressed by federal, provincial and territorial government representatives. To fully assess the need for a decentralized regional program, a second course in western Canada will proceed in 1986. The Career Assignment Program also offers developmental courses in Quebec City, the United Kingdom, France and Belgium. In 1985, two employees were selected to attend the Canada-United Kingdom Exchange Program in London and one employee was selected to attend the *École nationale d'administration* in Paris. Three management trainees came from that institution on short-term work assignments to Canada.

Interchange Canada

The Interchange Canada program is administered by the Commission on behalf of the Treasury Board. Program officials negotiate and arrange exchanges between senior officers, managers and professionals from the Public Service and their counterparts from the business/industry sectors, academic institutions, provincial, territorial and local governments, and non-profit organizations. The primary objective of the program is to strengthen understanding and cooperation between the federal government and all sectors of the Canadian economy. As of December 31, 1985, there were 165 participants on assignment, of whom 55% were from organizations outside the federal public sector on assignment to the Public Service. During 1985, measures were taken to increase the regional use of the program among federal government departments and to expand media coverage. Additional emphasis was also placed on increasing the participation of Canadian business.

Women's career counselling and referral

The Women's Career Counselling and Referral Bureau, established in November 1983, provides career counselling across Canada to women one and two levels below the Management Category and to women at other levels with a demonstrated potential to enter the Management Category. The process of integrating Staffing and Management Category programs has resulted in closer links between the Bureau, its clients and Management Category Programs.

After two years in operation, the bureau has met with 1 565 women. Of the 119 it has referred to the Management Category Resourcing Portfolios to be considered for senior management positions, 54 have been appointed to the Management Category. The Bureau has 220 women listed in its inventory who are ready for developmental opportunities. These women are referred to departments and agencies to broaden their work experience and thus equip them to compete for senior management positions. To date, 180 women have received developmental assignments.

Equitable Participation

Women

In addition to the services provided by the Women's Career Counselling and Referral Bureau, the Commission administers a number of programs to ensure the equitable participation of women in the Public Service.

Career development is an essential element of affirmative action strategy to increase the representation of women in the Management Category. In 1985, 41.3% of the participants of the Career Assignment Program were women. As well, 12 women public servants have assignments in other sectors of the economy through the Interchange Canada program. Formal management training was taken by 42 women in the occupational level immediately below the Management Category. In the past year, 50 women were deployed to other jobs within this category, which helped them improve their managerial skills and experience.

Through joint efforts of the Commission and departments, the representation of women in the Management Category increased from 7.0% in 1984 to 7.8% in 1985. Since the five-year affirmative action program began in 1983, 75% of the numerical objective for the representation of women in the Management Category by 1988 has been achieved. In addition, there has been an important shift in the distribution of women in the Senior Management and Executive groups. In March 1983, 80 women were at the senior management level and 100 women at executive levels. At the end of 1985, 180 of the Management Category's population of women were SMs and 162 were EXs. In relative and real terms, the number of women potentially qualified to reach EX levels has significantly increased.

The Women's Programs Centre, established in 1983 to encourage the career development of women public servants and to support affirmative action, is open to all women public servants and women interested in working in the Public Service. It publishes and distributes a variety of reference materials, career brochures and bibliographies. The centre has delivered a highly successful Career Advancement Seminar for Women Public Servants to 600 women in the National Capital Region, to 2 000 women in other regions, and provided training and support to more than 30 departments that planned in-house delivery of the seminar.

Disabled people

Two Commission programs contribute to the government's long-term goal of establishing a Public Service workforce representative of the Canadian disabled population. Since 1981, the International Year of Disabled Persons, disabled Canadians ready for jobs have been recruited, marketed and appointed to federal positions through the Program of Services to Disabled People. As a result of the 1983 Treasury Board announcement of the service-wide implementation of affirmative action, the Access Program for Disabled People has provided on-the-job training for the disabled people who lack work experience. Some 2 083 disabled Canadians ready for jobs have secured employment in the Public Service of Canada since 1981, and since October 1983, 367 disabled individuals have obtained appointments with on-the-job training through the Access Program for Disabled People.

Appointments through the Program of Services to Disabled People and the Access Program for Disabled People ranged from data entry operators, clerk-typist receptionists, and case documentation clerks to computer programmers, physical scientists, and collection officers. Table C illustrates appointments through the Program of Services to Disabled People; Table D illustrates appointments with training on the job and post-training appointments through the Access Program for Disabled People.

The enthusiasm demonstrated by those who saw the 1984 display of technical aids in western and central Canada was repeated in the Atlantic Canada showcase in St. John's, Charlottetown, Halifax and Moncton in late 1985. Many of the over 700 people attending from both private and public sectors had never seen a number of the devices displayed for use by persons with vision, hearing, mobility and/or motor coordination impairments.

The Commission continued to lend, free of charge, technical aids for those trained on the job through the Access Program for Disabled People. These aids included talking micro-computers, closed circuit television reading systems, automatic telephone dialers and related devices for use by hearing-impaired telephone users.

To provide for equity of assessment the Commission offers a consultation service to departments on the use and modification of Commission and departmental tests for disabled candidates. When providing advice and assistance on testing, a case-by-case approach is used for each disabled person. As well, a total of 13 tests has been produced in alternate formats (Braille, large print and audiotape) for visually-impaired candidates.

C Program of services to disabled people

Level	Type of employment			Geographic location		
	Term*	Indeterminate	Total	NCR	Other	Total
Officer	46	21	67	32	35	67
Support/ Operational	272	30	302	242	60	302
Total	318	51	369	274	95	369

* Includes appointments for terms of under six months.

D Access program for disabled people

Level	Appointments with training on the job			Post-training appointments				
	National Capital Region	Other	Total	National Capital Region	Other	Term	Indeterminate	Total
Officer	21	42	63 ^a	11	13	22	2	24
Support/Operational	18	75	93 ^b	5	29	28	6	34
Total	39	117	156	16	42	50	8	58

^a Of the 63 persons appointed to officer-level training positions during the year, 24 had received post-training appointments by the end of the year (see post-training appointments), 30 were still on training, 6 were laid off due to a lack of departmental resources, and 3 had resigned from the training position.

^b Of the 93 persons appointed to support/operational training positions during the year, 34 had received post-training appointments by the end of the year (see post-training appointments), 47 were still on training, 8 were laid off due to a lack of departmental resources or because the trainee was unsuccessful in training, and 4 had resigned from their training position.

Indigenous people

The Commission operates programs designed to encourage the employment and development of indigenous people in the Public Service. Specific programs include the Office of Native Employment, the Northern Careers Program, and the National Indigenous Development Program. The Canada Career Opportunities Program, a special initiative for indigenous people in the Province of Manitoba, is operated jointly by the Commission and the Department of Regional Industrial Expansion.

The Office of Native Employment (ONE) assists departments in recruiting indigenous people at all levels. In the National Capital Region, ONE program officers are supporting departmental efforts to realize affirmative action objectives by referring qualified indigenous people for consideration for job opportunities. Native employment coordinators, located in all regions across Canada, recruit and refer

indigenous candidates to competitions, by ensuring that adequate numbers of qualified indigenous people are assessed and their applications for employment retained in active inventories. In addition, most regions hold a number of career fairs where indigenous students are informed of the qualifications needed for the types of career opportunities available in the Public Service.

The Commission operates three programs to provide development opportunities for indigenous people interested in joining the Public Service or in career development. The Northern Careers Program offers development opportunities for indigenous people in the Yukon and Northwest Territories, with on-the-job training for responsible positions in the northern operations of federal departments. Services are provided through the Commission's regional offices in Whitehorse, Yellowknife and Frobisher Bay.

Almost 450 northern indigenous people have been recruited to the Northern Careers Program since its inception in 1975. The program includes training in the Public Service as well as in native organizations and territorial governments. In addition, a limited number of participants are assisted in completing the final two years of post-secondary education if their degree or diploma is a requirement for employment in the Public Service. At the end of 1985, 51 participants were in the program, and 21 graduated during the year. The program's person-years and budget permit the development of approximately 90 participants per year.

As a special affirmative action initiative, the Commission launched the National Indigenous Development Program in 1983, to increase the number of indigenous people in management and advisory positions in the Public Service. Participants are placed on assignment in departments across Canada to acquire the skills required for a position through a combination of on-the-job training and formal education.

Approximately 1 600 applications have been received, of which over 950 have been assessed and are contained in an inventory for referral for development opportunities in departments. A total of 105 placements has been made in 32 departments in 27 centres across Canada; 7 participants graduated from the program and have been appointed to substantive positions in departments.

The Canada Career Opportunities Program, launched in 1984 under the Canada/Manitoba Northern Development Agreement, recruits and trains Manitoban status and non-status Indians, Métis and Inuit for technical careers in the Public Service. The program is funded and administered by the Department of Regional Industrial Expansion and by the Commission. Participants are hired initially as term employees in the Department of Regional Industrial Expansion, and become indeterminate employees of the department that provided their training once it is complete.

During 1985, 23 native trainees were recruited. Three had begun their training in 1984 and began advanced instruction this year with Environment Canada. Other trainees were recruited for eventual indeterminate appointments with Environment Canada, Transport Canada, and Health and Welfare Canada. Negotiations are underway to expand the program to other departments.

Visible minorities

The Commission's programs for the equitable employment of Canadians of all races, colours or nationalities are not new. The Black Employment Program, operated by the Commission in Nova Scotia, was the first employment-oriented program in the Public Service to serve a visible minority community. The Commission played an important supporting role in the deliberations that led to the Treasury Board decision in 1985 to expand the affirmative action approach to include visible minorities.

To ensure the equitable participation of members of visible minority groups within the Public Service, in September 1985 the Treasury Board asked the Commission to implement a number of special measures, as follows:

- revision of the application-for-employment form for the Public Service to allow members of visible minority groups to identify themselves
- revision of the Commission's automated data systems to allow members of visible minority groups to be monitored throughout the recruitment, referral and appointment processes
- development of estimates of availability of qualified members of visible minority groups in the labour market to assist Public Service managers in establishing targets for hiring members of these groups
- incorporation of a special section on visible minorities in training courses for Public Service managers
- development of a training module to provide newly recruited members of visible minority groups with an orientation to the Public Service of Canada
- contribution of funds, in cooperation with the Department of the Secretary of State, for a study by the Association of Universities and Colleges of Canada to update Canadian educational equivalencies of certain foreign university degrees for which equivalencies have been difficult to establish.

The Commission acts as an observer at meetings of the recently established external Advisory Committee on Visible Minorities, a body that provides advice to the President of the Treasury Board.

The Commission has been operating the Black Employment Program in Nova Scotia since 1973 as an equal opportunity initiative within the Public Service to employ black people, who constitute approximately 3.5% of the population of Nova Scotia. As of December 31, 1985, 98 black persons were in active status in the Nova Scotia District inventory, accounting for 6.1% of the total inventory, compared with 105 (6.8%) in 1984. The heaviest concentration of black people was in the administrative support areas.

The 55 black persons referred for officer level positions in 1985 constituted 9.3% of all referrals made in Nova Scotia throughout the year. This volume of referrals for 1985 is lower than that of 1984, primarily due to the effect of government restraint on departments, which resulted in a decline in the volume of staffing for Nova Scotia. Of the 33 referrals of black persons in 1985, 8 qualified and 6 were ultimately appointed. In addition, Department of Employment and Immigration data indicates that approximately 220 black persons were appointed in Nova Scotia to administrative support and operational positions throughout the year, compared with 200 in 1984.

In 1985, the Commission distributed career information packages and conducted 10 career workshops in 3 locations for approximately 100 black persons.



Group exclusions

Section 39 of the Act authorizes the Commission to exclude from provisions of the Act any position, individual or class of positions or individuals, in any case where it is neither practicable nor in the best interests of the Public Service to apply the Act or any of its provisions. Any decision of this type, or revocation, must be approved by the Governor in Council. The following exclusions were made in 1985.

Order-in-Council N° 1042, effective March 28, 1985

This order approves the exclusion from the provisions of the *Public Service Employment Act* of persons employed for one or more specified periods of less than 6 months in the aggregate during any consecutive 12 month period by the Department of Public Works in the Technical, Operational, and Administrative Support categories in the Architecture and Town Planning, and Engineering and Land Survey groups of the Scientific and Professional category during the period beginning on April 1, 1985 and ending on March 31, 1987.

Order-in-Council N° 1043, effective March 28, 1985

This order approves the exclusion from the provisions of the *Public Service Employment Act* of persons employed for one or more specified periods of less than 6 months in the aggregate during any consecutive 12 month period by the Department of External Affairs in the Administrative Services, Financial Administration, Information Services, Program Administration, Purchasing and Supply, Clerical and Regulatory, Communications, Data Processing, Secretarial, Stenographic and Typing, General Labour and Trades, General Services, General Technical, Social Science Support, Organization and Methods, and Personnel Administration groups during the period beginning on April 1, 1985 and ending on March 31, 1987.

Order-in-Council N° 1044, effective March 28, 1985

This order facilitates the appointment for an indeterminate period of certain term employees employed in the Public Service for five years or more by

a) approving the exclusion of persons from the operation of paragraph 21(b) of the *Public Service Employment Act* relating to appeals; and

b) approving the exclusion of the positions to which such employees will be appointed for an indeterminate period from the operation of section 18 of that Act respecting appointments from an eligible list, and from the operation of subsections 29(3), 30(1) and (2) and 37(3) and (4) of the same Act respecting leave of absence, lay-off, and minister's staff priorities.

Order-in-Council N° 1764, effective May 30, 1985

This order approves the exclusion, during the period beginning on June 1, 1985 and ending on March 31, 1987 of 20 positions in the Correctional group, Living Unit subgroup, from the operation of subsection 12(2) of the *Public Service Employment Act* insofar as it prohibits discrimination by reason of sex.

Order-in-Council N° 1765, effective May 30, 1985

This order approves the exclusion during the period beginning on June 1, 1985 and ending on March 31, 1987 of 150 positions in the Correctional group, Custodial subgroup, from the operation of subsection 12(2) of the *Public Service Employment Act* insofar as it prohibits discrimination by reason of sex.

Order-in-Council N° 1998, effective June 20, 1985

This order provides for the exclusion from the provisions of the *Public Service Employment Act* of 43 positions in the Department of National Defence and of persons employed as research assistants in such positions at Canadian Military Colleges of the department during the period beginning on July 1, 1985 and ending on December 31, 1986.

Order-in-Council N° 2298, effective July 24, 1985

This order facilitates the appointment for an indeterminate period of certain term employees employed in the Public Service for five years or more by

a) approving the exclusion of persons from the operation of paragraph 21(b) of the *Public Service Employment Act* relating to appeals; and

b) approving the exclusion of the positions to which such employees will be appointed for an indeterminate period from the operation of section 18 of that Act respecting appointments from eligible lists, and from the operation of subsections 29(3), 30(1), and (2) and 37(3) and (4) of the same Act respecting leave of absence, lay-off, and minister's staff priorities.

Order-in-Council N° 3612, effective December 12, 1985

This order facilitates the appointment for an indeterminate period of certain term employees employed in the Public Service for five years or more by

a) approving the exclusion of persons from the operation of paragraph 21(b) of the *Public Service Employment Act* relating to appeals; and

b) approving the exclusion of the positions to which such employees will be appointed for an indeterminate period from the operation of section 18 of that Act respecting appointments from eligible lists, and from the operation of subsections 29(3), 30(1) and (2) and 37(3) and (4) of the same Act respecting leave of absence, lay-off, and minister's staff priorities.

Order-in-Council N° 3730, effective December 19, 1985

This order approves the exclusion from the provisions of the *Public Service Employment Act* of persons employed for one or more specified periods of less than 6 months in the aggregate during any period of 12 consecutive months by the Department of National Defence during the period beginning on January 1, 1986 and ending on December 31, 1987.

**Personal exclusions**

In addition to the general exclusions, 28 persons were excluded from the application of the *Public Service Employment Act* when appointed to Public Service positions for a period

specified in exclusion approval orders. An exclusion approval is automatically revoked when the person is appointed to another position whether under the Act or not.

Order-in-Council Number	Duration	Name	Title
8	1985-01-08/ 1985-03-31	John MacKay	Special Adviser to the Minister of Public Works
12	1985-01-08/ 1986-01-08	Huguette Labelle	Associate Secretary to the Cabinet and Deputy Clerk of the Privy Council
17	1985-01-08/ 1986-01-08	Jaffray Wilkins	Federal Economic Development Coordinator (Nova Scotia)
24	1985-01-08/ 1986-01-08	William Bruce Brittain	Executive Director, Appeals and Investigations Branch, Public Service Commission
26	1985-04-01/ 1985-06-30	Jean Edmonds	Special Adviser to the Minister of Regional Industrial Expansion
28	1985-01-08/ 1985-03-31	Louis Berlinguet	Special Adviser to the Minister of State for Science and Technology
31	1985-01-08/ 1986-01-08	Janet Smith	Associate Deputy Minister of Transport

Order-in-Council Number	Duration	Name	Title
33	1985-04-01/ 1986-04-01	Georgina Wyman	Associate Deputy Minister of Regional Industrial Expansion
35	1985-02-18/ 1989-02-18	Pierre O. Perron	Associate Deputy Minister of Energy, Mines and Resources
37	1985-04-01/ 1986-04-01	Pierre Gravelle	Associate Secretary to the Treasury Board
39	1985-03-04/ 1989-03-04	Jean-Claude Mercier	Associate Deputy Minister (Forestry), Agriculture Canada
438	1985-02-07/ 1986-02-07	Norman Moyer	Executive Director of the Canadian Industrial Renewal Board
446	1985-02-20/ 1986-02-20	Frederic R. Drummie	Associate Deputy Minister of Indian Affairs and Northern Development
1605	1985-04-21/ 1986-04-21	Bernard Drabble	Associate Deputy Minister of Finance
1607	1985-05-02/ 1986-05-02	Patrick Reid	Commissioner General, Expo '86
1609	1985-07-01/ 1985-07-12	Jean Edmonds	Special Adviser to the Minister of Regional Industrial Expansion
1678	1985-05-16/ 1986-05-16	Dr. Jean Sutherland Boggs, Q.C.	Special Adviser to the Minister of Communications
2175	1985-07-03/ 1986-07-03	Arthur Kroeger	Special Adviser to the Secretary to the Cabinet
2177	1985-08-01/ 1986-08-01	Maureen Law	Associate Deputy Minister, Department of National Health and Welfare
2583	1985-09-16/ 1986-09-16	George Post	Associate Secretary to the Cabinet and Deputy Clerk of the Privy Council
2592	1985-08-15/ 1986-08-15	Gordon Ritchie	Federal Economic Development Coordinator (Ontario)
2599	1985-08-15/ 1986-08-15	Jacques Gérin	Associate Deputy Minister, (Northern Development), Department of Indian and Northern Development

Order-in-Council Number	Duration	Name	Title
2821*	1985-09-03	Paul Bonavia	Correspondence and Project Officer, Social Services Branch, Department of National Health and Welfare
2821*	1985-09-03	Gilles Marchand	Assistant Test Specialist, Income Security Programs Branch, Department of National Health and Welfare
3288	1985-11-04/ 1986-11-03	Esmond U. Butler	Special Adviser to Her Excellency the Governor General
3291	1985-10-28/ 1986-05-30	Georges Tsai	Executive Director of the Canadian Industrial Renewal Board
3411*	1985-11-21	Beverly Davis	Installation Supervisor in the Department of National Revenue (Customs and Excise)
3462	1985-09-30/ 1986-09-29	Frederick Gorbet	Associate Deputy Minister of Finance

* Order taken as a corrective action to an administrative error and allowing the Commission to appoint the employee without competition and without granting appeal rights.

G Delegation of staffing authority

Department	Under new framework for delegation	Delegation of additional authority	Initial delegation of staffing authority
Office of Secretary to the Governor General	1985-03-04		
National Revenue (Customs and Excise)	1985-05-03		
Ministry of State for Science and Technology	1985-06-25		
National Health and Welfare	• To recruit hospital and community health nurses and dental therapists throughout Canada, 1985-07-01 • To recruit medical doctors, medical specialists and hospital and X-ray technicians from within the Northwest Territories for appointments within that region, 1985-10-18		
Veterans Affairs		• To recruit physiotherapists and nursing orderlies for Ste-Anne's Hospital at Ste-Anne de Bellevue, Quebec, 1985-07-01	
National Defence		• To make appointments from within the Public Service to positions of defence, scientific research, scientists at the two highest levels, 1985-09-16	
National Parole Board		• Relief from the general requirement to obtain the Commission's approval before authorizing certain appointments without competition following a reclassification, 1985-09-23	
Investment Canada			1985-06-30
Immigration Appeal Board			1985-07-08
Office of the Grain Trans- portation Agency Administrator			1985-09-06
Agricultural Stabilization Board			1985-10-03

The Commission audits staffing operations of departments and agencies to which it has delegated the authority to make appointments. During 1985, the Commission conducted twelve staffing audits and one post-audit in departments.

Staffing Audits

The principal observations from the 1985 staffing audits highlight the need for improved internal auditing practices in staffing. In general, administrative or clerical errors, or minor non-compliance with central agency policies, can be reduced in future through increased departmental internal audit of the staffing function.

Following an audit, departments must submit corrective action plans. Significant recommendations affecting the staffing system are to be reflected as departmental objectives in a revised instrument of delegation, the written document by which the Commission grants authority to a department to make appointments.

Changes in Audit of Staffing

The Commission plans to undertake a thorough review of its audit practices in line with the administrative reform of the staffing system. It is the Commission's view that audit activities in departments can be reduced by more effective internal auditing and monitoring of staffing operations in the departments themselves. A shift of certain activities would then be possible towards more specific issues or themes dealing with improvements to departmental staffing documentation and staffing practices. In the future, more recommendations will concern changes to departmental staffing practices that are not required to support the merit principle, or that may be inefficient and ineffective. Audit practices will be adjusted to reflect this new thrust.

Recourse to the Public Service Commission may be sought in one of two ways, depending on the nature of the case. Appeals against appointments from within the Public Service, demotions and releases are handled under the appeals process. Complaints concerning appointments to the Public Service, personal harassment, or unfair treatment in the workplace are handled by an investigation. Appeals are provided for in the *Public Service Employment Act*, while the investigation function is related more to the Commission's ombudsman role.

In the appeal process, employees who believe that appointments, demotions or releases have not been made according to the *Public Service Employment Act* appeal to the Commission, which is empowered to establish independent appeal boards to hear these cases. In the investigation process, the Commission authorizes investigations into complaints and attempts to resolve them through mediation and conciliation.

Appeals

Prior to a formal appeal board hearing, the Commission encourages the parties involved to cooperate in a disclosure process whereby the department gives the appellant and the bargaining agent information relevant to the appointment against which the appeal has been filed. In many cases, disclosure has eliminated the need for a formal hearing; in others, as a result of careful preparation on both sides, the board has been able to hear and judge cases more expeditiously than without such a disclosure process.

This year, in response to increasing requests for bilingual hearings, the Commission has installed simultaneous translation facilities in the Ottawa and Montreal offices.

The number of appeals increased from 2 463 in 1984 to 2 764 in 1985, while the number of appealable selection processes decreased from 15 012 in 1984 to 13 100 in 1985. The number of appealable selection processes actually appealed in 1985 was 1 488 or 11.4%.

The number of appealable selection processes decreased by 12.7%, and the number of appeals increased by 12.2%. The reason why the number of appeals (2 764) and the number of selection processes actually appealed (1 488) differs is that more than one appeal can be lodged against a given selection process.

This would seem to indicate that because of the decrease in promotion opportunities, employees are more ready to contest the selections that are made or proposed. The most common types of allegations concerned selection tests, the interview process, prejudging by selection boards, and the basic requirements of a position.

Of the 2 764 appeals in 1985, 2 676 were against selection processes under section 21 of the *Public Service Employment Act*, and 88 were against recommendations to demote or release employees under section 31 of the Act.

The number of appeal board decisions rendered this year increased by 0.5%: 1 160 in 1985 compared with 1 154 in 1984. Of the 1 160 decisions, 921 or 79.3% were rendered within 10 working days of the appeal hearing. It should be noted that appeal board decisions may concern more than one appeal or more than one appointment.

Detailed data on selection processes that were appealed is illustrated in Tables 45, 46, 47 of the statistics section.

The following are examples of decisions rendered by appeal boards or appellate courts in 1985.

Hachey (84-21-DVA-13) — Powers of an Appeal Board

Issue 1: Does a candidate whose application in a competition was delayed for reasons beyond the candidate's control and who was thus excluded retain the right to appeal?

Issue 2: Can the Commission set time restrictions for the receipt of applications, and are such regulations subject

to challenge on the grounds of unreasonableness?

Decision 1: Yes. The candidate excluded from a competition in this case retains the right to appeal.

Decision 2: Yes. The Commission is empowered to limit the time for receipt of applications. Such regulations cannot be challenged on the grounds of unreasonableness.

Cole (85-21-EXT-1J) — Powers of an Appeal Board

Issue: In light of the *Canadian Charter of Rights and Freedoms*, the *Canadian Bill of Rights*, and existing case law, does section 21 of the *Public Service Employment Act* allow an appeal board established under that section to strike down an exclusion order made under the Act removing the right of public servants to appeal certain appointments?

Decision: No. The appeal board has no such authority. (An application for review of this decision was made to the Federal Court of Appeal but was subsequently discontinued.)

Quan (85-31-EIC-1D(i)) — Demotion

Issue: Once appointed to a position, can an employee be demoted for incompetence in performing duties not required of that position?

Decision: No. A department cannot demote an employee based on a considered opinion of the employee's inability to perform duties not required of that position.

Lemieux (Federal Court File A-481-84) — Release for Incompetence

Issue 1: Must a deputy head's recommendation to release an employee for incompetence be correct at the time it is made, or at the time the employee is notified of the recommendation?

Issue 2: Is a deputy head's recommendation correct if it does not consider the possibility for the employee to become competent in the future?

Decision 1: The recommendation must be correct at the time it is made.

Decision 2: Yes. An appeal board, in deciding whether the recommendation of a deputy head is correct, must consider the competence of the employee in question at the time the recommendation is made, not the possibility that might then exist for the employee to become competent in the future.

The Supreme Court of Canada dismissed an application for leave to appeal the judgment of the Federal Court of Appeal.

Stout (Federal Court File A-924-84) — Consequences of Allowing an Appeal

Issue: Where an appeal board allows an appeal, does this decision have the effect of voiding in its entirety the competition so that it has to be completely recommenced?

Decision: No. According to the Federal Court of Appeal, a decision allowing an appeal obliges the Commission first, to revoke the appointment or to refrain from making it and second, to take the necessary steps to correct the irregularity.

The Supreme Court of Canada dismissed an application to appeal the judgment of the Federal Court of Appeal.

Investigations

By agreement effective April 4, 1985, the responsibility for investigating employees' complaints of discrimination on grounds proscribed in the *Canadian Human Rights Act* was transferred from the Public Service Commission to the Canadian Human Rights Commission. The agreement provides a clearer understanding of the respective roles and responsibilities in the management of employment-related complaints in the Public Service and avoids a duplication of effort.

In 1985, the Commission continued its emphasis on informal resolution by encouraging employees to discuss their complaints with departmental and union representatives, where appropriate, before filing a formal complaint with the Commission.

This year, the Commission received 1 486 complaints, an increase of 344 over 1984. Of these, 1 069 were disposed of without an investigation. The other 427 resulted in the opening of a formal investigation, which, when coupled with the 440 cases carried over from 1984, resulted in 867 cases on hand throughout 1985. Of these cases on hand, 530 were closed in 1985, leaving 337 carried over into 1986.

The following case summaries exemplify the types of complaints received and their resolutions.

Personal Harassment: An investigation confirmed allegations that a manager was undermining the complainant's authority by countermanding instructions and making public the manager's opinions of the work performance and social life of the complainant. The complainant chose to accept an offer of a one-year reassignment to a new environment, where on-the-job supervisory training and appraisal of supervisory skills were to be received. The manager's style has changed so that employees are ensured a productive and positive work environment.

Rejection on Probation: An investigation found that a department was unable to demonstrate that a decision to reject a term employee after a year on probation was reached in a reasonable, impartial and equitable manner. As a consequence, the complainant's personal records were cleared and the complainant was paid an amount equal to the salary that would have been paid between the date of rejection and the point at which the term of employment would have expired.

Priority Administration: An investigation concluded that a department had acted incorrectly in appointing persons with an administrative (as opposed to a statutory) priority over candidates on an eligible list. The department located equivalent positions to which the complainants could be appointed, thus avoiding the need to revoke the original appointments.

Administration of Eligible Lists: The results of an investigation supported the allegation of a violation of the Act dealing with the administration of eligible lists. The complainant, whose name was on an eligible list from a first competition, had been improperly screened out of a second competition to which the first list applied. A settlement with the department included an offer of appointment to the complainant and to all other candidates remaining on the first eligible list.

Open Competition: The complainant alleged that he should have been awarded additional marks for his answers to questions in the competition, and that successful candidates were less qualified than he. After a review of the marking of the complainant's responses and those of the four successful candidates, the complainant was advised that his complaint was unfounded, as the assessment method used was fair.

H Disposition of investigation cases

Cases	No.
Carry over from 1984	440
Opened	427
Closed	
• Allegation founded	81
• Allegation unfounded as stated but corrective action required	57
• Allegation unfounded	253
• Complaint withdrawn	98
• Case resolved during investigation	41
Total cases closed in 1985	530
Carry over to 1986	337

I Formal investigations by type of complaint

Type of complaint	Formal investigations	
	No.	%
Personal harassment or unfair treatment	124	29
Selection process (non-appealable)	132	31
Rejection on probation	29	7
Eligible list	25	6
End of term	13	3
Lay-off	15	3
Transfer	13	3
Employee appraisal	13	3
Miscellaneous*	63	15
Total	427	100

* Miscellaneous includes complaints such as priority/surplus status, resignation, political bias, etc.

Two major factors influenced the Commission's language training services in 1985. On one hand, whereas the demand for intensive and continuous courses fell, the demand for other types of courses (particularly outside working hours) increased notably. On the other hand, in order to meet the changing needs of its clients, the Commission had to tailor its training programs and even change the locations in which these were provided. Furthermore, the Commission cooperated with the Treasury Board Secretariat in a review of the government's language training policy in 1985.

The changing demand for language courses is not new. The demand for continuous courses has fallen since 1983, due to a decline in non-imperative staffing and an increase in the number of appointees already bilingual at the level required for their positions. Further details can be found in the Staffing chapter under Staffing bilingual positions. Such an increase in candidates' linguistic abilities attests to the Commission's efforts over the last 20 years in language training for public servants. Moreover, because of budgetary restraints, several departments and agencies do not have the required resources to allow employees to study full-time for several months.

In 1985, 2 208 participants¹ registered in continuous courses, a decrease of 17.9% from 1984; 14 846 registered in other types of courses, an increase of 48.8% over the previous year; 67 participants enrolled in the Advanced Language Training Program, compared with 42 in 1984. This program combines study under the guidance of a tutor with work assignments in an environment where the target language is predominant. In 1985, the Commis-

sion provided language training to 17 054 students for all types of courses, as compared with 12 667 students during the preceding year.

The Commission remained flexible in tailoring its language training services more effectively to the needs of clients, with new course offerings including cyclical, weekend and intensive evening courses. Special programs were also offered, such as the Management Category training program, the self-learning program and the tele-training program (self-learning combined with various forms of supervision). The Commission improved the content of language courses to reflect new needs, in particular by developing a shortened version of Part I of the French program (now taught in 32 lessons instead of 45), and by implementing a new English program for all students.

To facilitate access to language training, more locations were provided in 1985 than ever before. In fact, language training was arranged in more than 70 cities. The Commission added two local administrative centres for training in Edmonton and Vancouver, cities formerly served from Winnipeg.

The Commission plays a key role in making bilingualism a reality in the federal Public Service. It is in a very good position to assist departments and students in identifying their needs and meeting them more effectively. This role in language training is now well established and will become more important if the training flexibility shown in 1985 continues.

Regional Activities

The decline in demand for continuous language courses is also seen in the regions. Compared with the National Capital Region, regional operations of departments and agencies have shown a greater interest in flexible courses than in continuous ones. In the Pacific Region alone, which covers 15 cities, enrolment in evening courses more than doubled from 1984 (530 students as of December 31, 1985).

This enthusiasm for language courses with a less disruptive effect on the work of public servants is partly explained by the fact that human resources are more limited in the regions than in the National Capital.

¹ In 1985, as in the past, the number of students reported as having received language training does not represent individuals but the number of registrations in various language courses. Thus, a person who has taken two different courses during the year is counted as two separate registrations for the purpose of this report.

The Public Service Commission assists departments with the training and development their employees need to work efficiently and effectively.

This year under its statutory mandate and through delegated responsibilities from the Treasury Board, the Commission continued to develop and conduct training courses and programs, to research training methods and technology in conjunction with departments, and to coordinate training and related information services throughout the Public Service.

Courses and Services

A total of 13 988 public servants (7 656 men; 6 332 women) attended 742 courses this year. The Commission provided training in such areas as management skills, informatics, personnel, financial and materiel management; and individual development. Table J gives a breakdown of these courses by subject. (Further information is available in Tables 48 to 50 in the statistical section.) Training courses were also conducted to support such special programs as affirmative action.

The Commission is also the sole delivery agent for courses offered under its Management Orientation Program for members of the Management Category and equivalent levels. In addition, both the Commission and certain departments offer courses for supervisors and middle managers. During 1985, the Commission offered 67 such management orientation courses to 1 370 public servants (967 men; 403 women). A breakdown of the number of participants attending the Commission's orientation courses follows:

- supervisors, 289
- middle managers, 455
- senior managers, 366
- executives (below assistant deputy minister level), 224
- executives (at assistant deputy minister level), 36.

Furthermore, the Commission gave 1 368 days of training consultation services to client departments, resulting in 88 courses being adapted to their specific needs. These courses were attended by 1 637 employees.

Where demand is sufficient, Commission courses are offered in both official languages and in major centres across Canada. However, the Management Category Orientation Program is offered only in Gatineau, Quebec.

Evaluation of the Management Category Orientation Training Program

The Management Category Orientation Training Program (MCOTP) includes three courses: the Assistant Deputy Minister Program, the Executive Program, and the Senior Management Program. This year at the request of the Staff Training Council, the Treasury Board Secretariat examined virtually all aspects of these three courses, including the overall policy, administration, course content, training methods, and results.

Its program evaluation was based on extensive hours of direct classroom observation of training given at the Centre for Executive Development in Gatineau, Quebec, as well as on interviews, a survey of over 1 000 program participants and their superiors, and reports on similar programs in Canada and abroad.

The conclusions confirmed that "MCOTP, as it now operates, is an effective program, in that it is having a positive impact on the management behaviour of participants and is beneficial to departmental operations as intended."

J Courses given to public servants

Course subject	1984			1985		
	Courses		Participants	Courses		Participants
	No.	%		No.	%	
Management Orientation*	58	8.5	1 292	67	9.0	1 370
Management Theory and Practices	150	22.1	2 647	184	24.8	3 132
Informatics	124	18.2	2 494	133	17.9	2 481
Financial Management	107	15.7	2 195	103	13.9	2 100
Materiel Management	24	3.5	462	22	3.0	454
Seminars	46	6.8	975	56	7.5	1 503
Personnel Management	133	19.6	2 159	133	17.9	2 111
Systems Approach to Training	9	1.3	103	8	1.1	116
Individual Development	27	4.0	503	33	4.4	665
Auditing	2	0.3	21	3	0.4	56
Total	680	100.0	12 851	742	100.0	13 988

* Includes management courses for the Career Assignment Program.

The study put forth certain recommendations to "make an already high quality program just that much more effective." In response, the Commission reduced the Senior Management Orientation Program to three weeks from four, with a corresponding reduction in course fees. Further, the Commission confirmed the application of the Systems Approach to Training — a method to sequence the research, development, delivery, evaluation and decision-making activities — to management training, including the use of occupational analysis to link job performance requirements directly to training objectives.

Specialized Courses and Seminars

- The Commission responded to managers' particular needs for timely courses by conducting sessions on such subjects as conflict of interest, workforce adjustment, downsizing, and leadership and change. The requirements for such specialized offerings will likely continue in the next year.

- The Commission offers a wide range of courses in office automation and computer use as needs in this area change. In 1985, courses for support staff in office automation and word processing were added to the Commission's training program.
- An occupational analysis of the EDP function was completed in 1985 and the analysis of the Financial (FI) Group was well underway. Following a detailed study of what is actually being done by individuals in particular jobs, the results will determine the elements that should be included in the job-related training programs offered by the Commission.

Financing

The Commission's training program operates on a full cost-recovery basis. Again in the fiscal year 1984-85, the program showed a surplus (\$1 362 611).

The Public Service Commission has made financial restraint a major focus of its internal management activity. In line with its objectives, the Commission uses an integrated management process.

In 1985, as in the past, the Public Service Commission managed its resources in the most effective manner possible and kept its person-years and program expenditures below approved levels.

Resources

From a 1985/86 allocation of \$125.3 million for 2 676 person-years (including \$9.9 million and 259 person-years earmarked for affirmative action and the Northern Careers Program), the Commission has forecast that it will spend \$121 million, a saving of \$4.3 million, or 3.4%.

The exclusive statutory authority granted to the Public Service Commission to apply the merit principle to all staffing actions in the Public Service necessitates an expenditure of \$51.7 million, 41% of the total approved budget for 1985/86. Remaining costs relate to functions and activities delegated to the Commission by the Governor in Council or the Treasury Board and to the implementation of programs established by the Board in areas of shared responsibility. Program allocations for responsibilities delegated to the Commission, including funds allocated for professional and management training, amount to \$68.2 million, 55% of the budget in 1985/86. Program allocations for responsibilities shared by the Board and the Commission amount to \$5 million or 4%.

The authorized level of spending rose from \$94.3 million in 1981/82 to \$125.3 million in 1985/86, an increase of \$31 million or 32.9%. Expressed in 1981 dollars, the current program expenditure is \$81.2 million, an actual decrease of \$13.1 million or 13.9%. (Dollar adjustment factors are based

on Statistics Canada figures.) Tables K and L compare authorized and actual levels of person-years and program expenditures since 1981/82.

Management Procedures

During the year, the Commission continued to strengthen its internal management procedures by applying the integrated management process, which has an impact on the effective implementation of the Policy and Expenditure Management System and the Improvements in Management Practices and Control program.

The Office of the Comptroller General has commended the Public Service Commission for the work it completed and for the management systems put in place through its Improvements in Management Practices and Control Action Plan. More specifically, the planning and control in all branches is now carried out on an approved Operational Plan Framework.

Furthermore, the official languages, human resources and training, and communications plans have been integrated with the ongoing corporate management process.

Organizational Changes

A new organization called the Review Directorate has been established to advise the Chairman and Commissioners on the management and effectiveness of all programs and policies. It will be used both as a means to improve management and to assess the impact of the Commission's activities. A plan has been developed to ensure that programs and policies in the Commission are reviewed at least once every five years; the Commission will use the results to modify or eliminate any ineffective programs or policies.

To pursue activities begun in 1984 aimed at improving the coordination of regional operations and at providing

better quality services, the Commission has altered the structure of its regional organization and has appointed a regional director to each of its major

operational centres across Canada. This director settles general issues that require an official response by the Commission, acts on any matter that

might compromise its reputation, and ensures that all problems and difficulties raised by a client are brought to the attention of the branch concerned.

K

Person-years

Person-years in the Public Service Commission by fiscal year and appropriation, 1981 to 1986

Year	Appropriation	Revolving Fund	Total	Utilized Total	Lapse	
					No.	%
1981/82	2 303	267	2 570	2 437	133	5.2
1982/83	2 371	213	2 584	2 525	59	2.3
1983/84	2 402	205	2 607	2 497	110	4.2
1984/85	2 453	200	2 653	2 531	122	4.6
1985/86	2 476	200	2 676	2 624	52	1.9

L

Program expenditures

Program expenditures by the Public Service Commission by fiscal year and appropriation, 1981 to 1986

Year	Appropriation ('000)	Utilization ('000)	Lapse	
			('000)	%
1981/82	\$94 263	\$91 970	\$2 293	2.4
1982/83	106 665	102 177	4 488	4.2
1983/84	115 282	107 264	8 018	7.0
1984/85	119 768	113 920	5 848	4.9
1985/86	125 304	121 025	4 279	3.4

TMT

Person-years and funds

Allocation of person-years and funds by the Public Service Commission by major activity, 1985/86

2 676 person-years	Activity	\$138 968 000
813	Official Languages	40 347 000
944	Staffing	47 307 000
51	Audit	2 552 000
98	Appeals and Investigations	4 606 000
570	Administration	27 607 000
200	Professional and Managerial Training	16 549 000

Note: Funds in the amount of \$16 549 000 allocated to professional and managerial training include a subsidy of \$2 885 000 and a sum of \$13 664 000 from the revolving fund

Source of person-years and funds, 1985/86

2 676 person-years	Source	\$138 968 000
2 476	Secretary of State: Vote 35	113 158 000
	Statutory: Contribution to Employee Benefit Plan	12 146 000
200	Revolving Fund	13 664 000

Note: The total for Secretary of State Vote 35 includes a subsidy of \$2 885 000 for the revolving fund and a special Treasury Board of Canada allotment of \$67 000 for the Student Summer and Youth Employment Program

Person-years and funds for official languages activities

Allocation of person-years and funds by the Public Service Commission for official languages activities, 1985/86

813 person-years		\$40 347 000
748	Language Training	37 337 000
65	Official Languages Program — tests or standards	3 010 000



Nature of data

This section of the annual report gives detailed statistical information on federal government employees subject to the *Public Service Employment Act*. Data is presented on the employee population, appointments, separations, appeals, professional training, and language training. The data is broken down by type of employment, job location, department, occupational category and group, language requirements of position, age, sex, and language group.

Public Service Commission universe

Various acts and regulations set out different federal government populations. The *Official Languages Act*, the *Public Service Superannuation Act* and related acts, the *Public Service Staff Relations Act*, the *Financial Administration Act*, and the *Public Service Employment Act*, each set out different though overlapping populations or universes.

The Commission's universe comprises all employees subject to the *Public Service Employment Act* and is designated in this report as the "Public Service" (with capitals), to distinguish it from other employee populations of the federal public service, or of the federal government. The Public Service employee population in this report is consistent with the population coverage definitions stated in Volume 1, Chapter 16 of the Treasury Board's *Personnel Management Manual*.

Specifically, the Public Service population reported on in this publication does not include:

- employees appointed under the *Public Service Employment Act* for a specified period of less than six months
- persons appointed by the Governor in Council, such as deputy heads
- ministerial staff

- members of the Royal Canadian Mounted Police (RCMP) and the Canadian Armed Forces or
- employees of Crown corporations such as Air Canada and Canada Post Corporation, and certain federal agencies such as the National Research Council of Canada.

However, it does include civilian employees working for the Department of National Defence and civilians working for the Royal Canadian Mounted Police.

Population differences between Statistics Canada, the Treasury Board and the Commission universes are illustrated in Table I. It should also be noted that discrepancies in statistical data presented by these three organizations may result from differences in timing, in data systems used, or population definitions. For example, the Commission population data, contrary to that of the Treasury Board and Statistics Canada, includes Management Category employees on leave without pay. Therefore, it may not be possible to arrive at an accurate comparison between data in this report, and data from other sources.

Employee population and person-years

In this report, data on the Public Service population is based on the number of employees on strength at year-end. This number does not correspond to the number of person-years on which the Treasury Board reports in the *Estimates*. A person-year refers to the employment of one person for one full year or, for example, two persons for a six-month period. Person-years represent the annual allotment of human resources that a department may use, whereas the employee population data published by the Commission is based on the number of employees in the Public Service as of December 31 of the calendar year in question.

Population changes

The federal government employee population subject to the *Public Service Employment Act* changes from year to year as a result of the inclusion or exclusion of departments or agencies and of particular groups of employees.

During 1985, the government's decision to change the role and the name of the Foreign Investment Review Agency—now called Investment Canada—was confirmed by Parliament. This change is reflected in the statistical data of this report.

Data sources

In 1984, the Commission put into place a new information system bringing together data on Public Service employees, appointments and separations. This system draws its information from the Incumbent System, the Management Resources Information System, the Appointment Information Management System, and the Official Languages Information System. These systems are described below. The new system selects data according to the "best source" logic, which ensures that the most accurate information is used. Data on employees, appointments and separations, type of employment, job location, and annual salary levels for 1984 and 1985 were produced from this system.

However, only the total population data figure for 1985 was drawn from the Common Government of Canada Population Reporting File, which is based on payroll information of the Department of Supply and Services on December 31, 1985. The Commission reports this population figure to comply with an agreement between the users of the major data systems concerning the reporting of total population data.

Population

Population data in the Commission's statistical file is derived from the Department of Supply and Services' Incumbent System for all occupational categories except the Management Category, for which the Commission's Management Resources Information System is used.

The Incumbent System used for the Common Population Reporting File gives personnel information on federal government employees, and provides information for human resource planning, mobility studies, research, statistics on population and other areas of personnel management.

The Commission's Management Resources Information System was designed and developed in close cooperation with the Treasury Board Secretariat and selected departments. It plays a major role in the administration of the Management Category and other centrally managed groups. The system contains information on Public Service employees at senior levels and junior financial and personnel administrators, as well as applicants to the Management Category from outside the Public Service, and Interchange Canada and International Programs participants and candidates. Data is collected from various sources, including the Treasury Board Secretariat's Senior Personnel Information System.

Appointments

Data on appointments is based on the Commission's Appointment Information Management System, which stores data supplied by departments on Report on Staffing Transaction forms. Acting appointments, about 9 000 in 1984 and 11 000 in 1985, are not included in the total number of appointments of employees who are already within the Public Service.

Separations

Information on release for incompetence or incapacity and on revocation of appointments is based on Commission records. Information on lay-offs for the Management Category comes from Commission records. Information on lay-offs in other categories is obtained from the Commission's Central Priorities Statistical Record, which provides statistics on statutory and administrative priorities. Information on other separations comes from the Incumbent System.

Language group

Statistical information on the first official language of employees is extracted in most cases from the Official Languages Information System described below. If the data is not available from this system, other sources are then used to reduce the number of unknown cases. An exception to this rule is the Management Category, for which the information is obtained exclusively from the Management Resources Information System. For 1985, the number of cases where language group is unknown has been reduced to 1 012 for population figures, 199 for appointments, and 462 for separations.

The Official Languages Information System, established in 1973, provides information on positions and their incumbents in all departments and agencies whose employees are subject to Treasury Board authority.

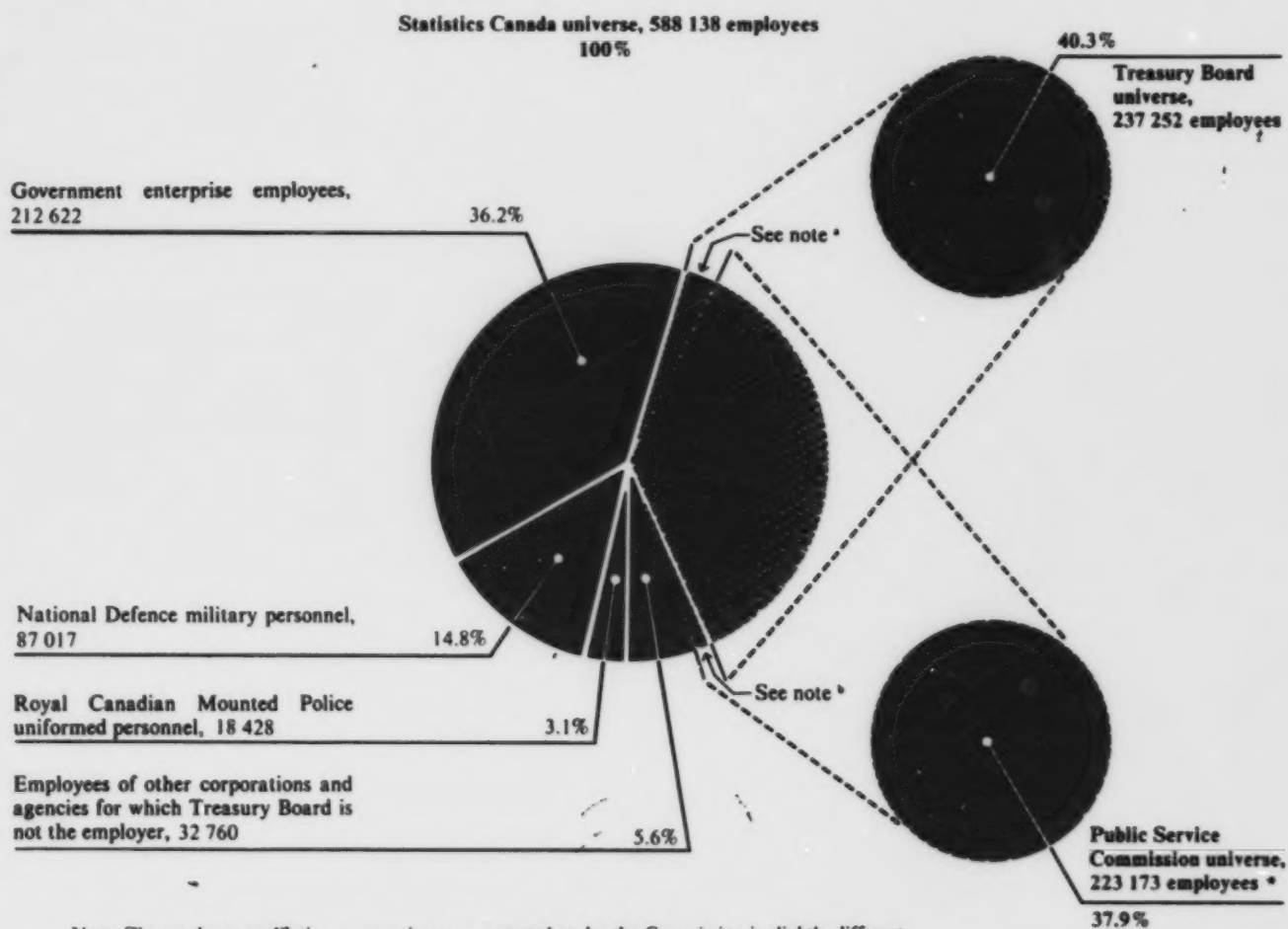
Explaining the differences

The number of appointments to the Public Service in 1985, plus the number of employees in 1984, minus the separations in 1985 does not equal the 1985 population figure. This is because, since 1973, initial appointments to the Public Service for periods of under six months have not been reported as appointments, for practical administrative reasons. However, if these employees are reappointed and their continuous employment period is six months or more, the appointments are reported as appointments from *within* the Public Service (appointments of persons already part of the Public Service).



Federal Government Employment, December 1985

(Viewed by Statistics Canada, the Treasury Board of Canada and the Public Service Commission)



Note: The employee population — or universe — reported on by the Commission is slightly different from that of the workforce — or universe — for which Treasury Board is the employer.

* Belong to the Treasury Board universe and not to the Commission universe:	
• the employees not appointed by the Public Service Commission	1 885
• the Term employees appointed for less than six months: this number oscillated between 20 409 and 11 111 during the year	12 400
	14 285

* Belong to the Commission universe and not to the Treasury Board universe:	
• the Public Service Staff Relations Board employees	155
• the Northern Careers Program employees	51
	206

* see Technical notes, Data sources, p. 52.

2

Type of employment

Number of employees, by type of employment, 1984 and 1985

Type of employment	1984	1985
Full-time		
• Indeterminate	204 194	202 077
• Seasonal	1 256	1 244
• Specified period	14 410	15 115
Total	219 860	218 436
Part-time		
• Indeterminate	3 296	3 626
• Seasonal	73	77
• Specified period	791	1 001
Total	4 160	4 704
Grand total	224 026	223 173*

* Total population figure for 1985 is not based on the same data source as other data; see Technical notes, Data sources, p. 52.

Note: Employees hired for periods of less than six months (10 596 in 1984 and 12 400 in 1985) have been excluded from the tables.

- The sums of the figures do not equal the grand total because, in a number of cases, the documents did not specify type of employment.

3

Age, sex and language group

Number and percentage of employees, by age group, sex and language group, 1985

Age group	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Under 20	55	28	85	67	97	37.2	164	62.8	140	59.6	95	40.4	261
20—24	2 581	1 078	4 641	2 899	3 726	32.7	7 654	67.3	7 222	64.5	3 977	35.5	11 300
25—29	9 081	4 277	11 281	6 482	13 459	42.9	17 880	57.1	20 362	65.4	10 759	34.6	31 339
30—34	15 020	6 324	12 790	6 331	21 403	52.7	19 204	47.3	27 810	68.7	12 655	31.3	40 607
35—39	17 957	6 714	11 065	4 807	24 725	60.8	15 964	39.2	29 022	71.6	11 521	28.4	40 609
40—44	12 754	4 756	7 115	2 869	17 547	63.6	10 043	36.4	19 869	72.3	7 625	27.7	27 590
45—49	11 185	3 286	5 594	1 996	14 502	65.5	7 639	34.5	16 779	76.1	5 282	23.9	22 141
50—54	11 301	3 144	4 809	1 546	14 459	69.4	6 382	30.6	16 110	77.5	4 690	22.5	20 842
55—59	9 723	2 363	3 700	1 021	12 103	71.8	4 746	28.2	13 423	79.9	3 384	20.1	16 849
60—64	6 797	1 208	2 501	467	8 023	72.9	2 978	27.1	9 298	84.7	1 675	15.3	11 001
65 and over	4 335	54	120	15	395	74.4	136	25.6	455	86.8	69	13.2	531
Total	96 801	33 239	63 785	28 582	130 461	58.4	92 797	41.6	160 506	72.2	61 741	27.8	223 173*

* Total population figure for 1985 is not based on the same data source as other data; see Technical notes, Data sources, p. 52.

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify birthdate and/or language group.

- For language group, percentage is based on the total of employees whose first official language is known.

**The ten major departments and their population**

Number of employees in each of the 10 major departments and percentage of the Public Service, as a whole, 1984 and 1985

These 10 departments account for 73.8 per cent (164 768 persons) of the public service population in 1985, approximately the same percentage as in 1984 (165 232 persons).

National Defence (civilian)

34 235 (15.3%)

National Revenue (Customs and
Excise, Taxation)

26 334 (11.8%)

Employment and Immigration

24 628 (11.0%)

Transport

21 228 (9.5%)

Agriculture

9 847 (4.4%)

Correctional Service

10 693 (4.8%)

Supply and Services

10 169 (4.5%)

Health and Welfare

9 247 (4.1%)

Environment

10 511 (4.7%)

Public Works

8 340 (3.7%)

1985

1984

Geographic area (Canada and outside Canada), sex and language group

Number and percentage of employees, by geographic area, sex and language group, 1984 and 1985

Geographic area	1984											
	Men		Women		Men		Women		Anglophones		Francophones	
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%
Newfoundland	3 945	30	1 424	18	3 989	73.3	1 451	26.7	5 369	99.1	48	0.9
Prince Edward Island	1 148	96	700	91	1 246	61.0	796	39.0	1 848	90.8	187	9.2
Nova Scotia	9 993	335	3 762	175	10 367	72.3	3 971	27.7	13 755	96.4	510	3.6
New Brunswick	3 634	1 036	1 834	998	4 695	62.3	2 838	37.7	5 468	72.9	2 034	27.1
Quebec (Except NCR)	1 284	18 587	567	11 528	19 957	62.0	12 232	38.0	1 851	5.8	30 115	94.2
Quebec (NCR)	5 445	3 225	4 087	4 316	8 684	50.8	8 414	49.2	9 532	55.8	7 541	44.2
Ontario (NCR)	21 525	8 428	15 375	9 455	30 046	54.6	24 945	45.4	36 900	67.4	17 883	32.6
Ontario (Except NCR)	19 917	883	14 457	890	20 894	57.5	15 461	42.5	34 374	95.1	1 773	4.9
Manitoba	5 301	156	4 001	173	5 503	56.4	4 250	43.6	9 302	96.6	329	3.4
Saskatchewan	3 248	54	2 507	33	3 336	56.1	2 607	43.9	5 755	98.5	87	1.5
Alberta	7 551	129	5 363	164	7 712	58.1	5 572	41.9	12 914	97.8	293	2.2
British Columbia	12 686	111	7 768	146	12 846	61.7	7 966	38.3	20 454	98.8	257	1.2
Yukon	424	11	482	7	441	46.4	509	53.6	906	98.1	18	1.9
Northwest Territories	787	51	652	22	848	55.2	689	44.8	1 439	95.2	73	4.8
Outside Canada	940	315	256	123	1 258	76.8	380	23.2	1 196	73.2	438	26.8
Total	97 917	33 469	63 241	28 145	131 933	58.9	92 093	41.1	161 158	72.3	61 614	27.7
1985												
Newfoundland	3 952	32	1 429	18	3 996	73.3	1 459	26.7	5 381	99.1	50	0.9
Prince Edward Island	1 167	95	766	102	1 264	59.2	872	40.8	1 933	90.8	197	9.2
Nova Scotia	9 865	336	3 812	179	10 225	71.8	4 012	28.2	13 677	96.4	515	3.6
New Brunswick	3 560	1 051	1 800	1 036	4 618	61.8	2 849	38.2	5 360	72.0	2 087	28.0
Quebec (Except NCR)	1 228	18 300	562	11 608	19 607	61.5	12 292	38.5	1 790	5.6	29 908	94.4
Quebec (NCR)	5 321	3 200	4 080	4 292	8 527	50.4	8 381	49.6	9 401	55.7	7 492	44.3
Ontario (NCR)	21 417	8 508	15 450	9 646	29 996	54.4	25 178	45.6	36 867	67.0	18 154	33.0
Ontario (Except NCR)	19 448	856	14 534	884	20 371	56.8	15 514	43.2	33 982	95.1	1 740	4.9
Manitoba	5 276	162	4 029	199	5 480	56.2	4 273	43.8	9 305	96.5	361	3.7
Saskatchewan	3 213	51	2 594	44	3 280	55.1	2 671	44.9	5 807	98.4	95	1.6
Alberta	7 533	130	5 441	176	7 691	57.6	5 653	42.4	12 974	97.7	306	2.3
British Columbia	12 651	126	7 832	156	12 823	61.5	8 033	38.5	20 483	98.6	282	1.4
Yukon	426	9	476	5	439	47.3	490	52.7	902	98.5	14	1.5
Northwest Territories	748	41	637	23	805	52.7	723	47.3	1 385	95.6	64	4.4
Outside Canada	915	313	251	125	1 229	76.6	376	23.4	1 166	72.7	438	27.3
Total	96 801	33 239	63 705	28 502	130 461	58.4	92 797	41.6	160 506	72.2	61 741	27.8

* Total population figure is not based on the same data source as other data; see Technical notes, Data sources, p. 52.

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group and/or geographic area.

For language group, percentage is based on the total of employees whose first official language is known.

6

Major centres, sex and language group

Number and percentage of employees, by major centre, sex and language group, 1985

Major centres	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
St. John's, Nfld.	2 058	14	982	11	2 077	67.5	1 001	32.5	3 040	99.2	25	0.8	3 078
Halifax, N.S.	7 441	185	2 744	117	7 643	72.7	2 873	27.3	10 185	97.1	302	2.9	10 516
Charlottetown, P.E.I.	875	81	656	91	958	56.1	750	43.9	1 531	89.9	172	10.1	1 708
Fredericton, N.B.	473	70	294	77	545	59.2	375	40.8	767	83.9	147	16.1	920
Saint John, N.B.	568	47	259	38	615	67.3	299	32.7	827	90.7	85	9.3	914
Moncton, N.B.	1 288	472	525	432	1 763	64.7	960	35.3	1 813	66.7	904	33.3	2 723
Rimouski, Que.	1	139	0	85	140	62.2	85	37.8	1	0.4	224	99.6	225
Chicoutimi, Que.	1	256	3	333	257	43.3	336	56.7	4	0.7	589	99.3	593
Quebec, Que.	186	3 727	70	2 011	3 923	65.2	2 093	34.8	256	4.3	5 738	95.7	6 016
Trois-Rivières, Que.	1	119	0	102	120	54.1	102	45.9	1	0.5	221	99.5	222
Sherbrooke, Que.	13	323	3	197	336	62.7	200	37.3	16	3.0	520	97.0	536
Montreal, Que.	751	9 185	377	6 241	9 971	60.0	6 661	40.0	1 128	6.8	15 426	93.2	16 632
National Capital Region	26 701	11 699	19 525	13 920	38 477	53.4	33 536	46.6	46 226	64.3	25 619	35.7	72 013
Cornwall, Ont.	302	121	125	93	423	66.0	218	34.0	427	66.6	214	33.4	641
Kingston, Ont.	2 107	90	1 055	68	2 212	66.2	1 129	33.8	3 162	95.2	158	4.8	3 341
Toronto, Ont.	7 311	180	6 304	206	7 505	53.4	6 538	46.6	13 615	97.2	386	2.8	14 043
Kitchener-Waterloo, Ont.	409	5	266	7	414	60.2	274	39.8	675	98.3	12	1.7	688
Hamilton, Ont.	1 029	20	732	25	1 049	58.1	758	41.9	1 761	97.5	45	2.5	1 807
St. Catharines-Niagara, Ont.	369	11	338	13	381	51.6	358	48.4	707	96.7	24	3.3	739
London, Ont.	855	14	668	15	869	55.9	685	44.1	1 523	98.1	29	1.9	1 554
Windsor, Ont.	443	14	453	20	463	48.9	483	51.1	896	96.3	34	3.7	946
Sudbury, Ont.	304	100	556	160	404	36.0	717	64.0	860	76.8	260	23.2	1 121
Thunder Bay, Ont.	524	3	287	5	528	64.3	293	35.7	811	99.0	8	1.0	821
Winnipeg, Man.	3 698	131	3 065	155	3 849	54.3	3 234	45.7	6 763	95.9	286	4.1	7 083
Regina, Sask.	877	14	921	13	891	48.7	940	51.3	1 798	98.5	27	1.5	1 831
Saskatoon, Sask.	837	9	687	9	852	54.9	700	45.1	1 524	98.8	18	1.2	1 552
Edmonton, Alta.	2 781	67	2 461	109	2 857	52.5	2 586	47.5	5 242	96.8	176	3.2	5 443
Calgary, Alta.	1 456	19	1 241	32	1 477	53.7	1 276	46.3	2 697	98.1	51	1.9	2 753
Vancouver, B.C.	4 917	52	4 251	70	4 988	53.4	4 355	46.6	9 168	98.7	122	1.3	9 343
Victoria, B.C.	3 643	24	1 251	25	3 678	74.2	1 280	25.8	4 894	99.0	49	1.0	4 958
Frobisher Bay, N.W.T.	23	18	22	5	43	60.6	28	39.4	45	66.2	23	33.8	71
Yellowknife, N.W.T.	262	10	264	8	278	49.8	280	50.2	526	96.7	18	3.3	558
Whitehorse, Yukon	279	8	388	5	290	42.0	401	58.0	667	98.1	13	1.9	691
Other Locations	24 018	6 012	12 932	3 804	30 185	64.0	16 993	36.0	36 950	79.0	9 816	21.0	47 179
Grand total	96 801	33 239	63 705	28 502	130 461	58.4	92 797	41.6	160 506	72.2	61 741	27.8	223 173

*Total population figure is not based on the same data source as other data; see Technical notes, Data sources, p. 52.

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

For language group, percentage is based on the total of employees whose first official language is known.

7

Geographic area, language requirements of position and language group

Number of employees, by geographic area, language requirements of position and language group, 1985

Geographic Area	Language requirements of position										Grand total
	Bilingual		English		French		English or French		Total		
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	
Newfoundland	38	17	5 231	30	1	0	5	1	5 381	50	5 435
Prince Edward Island	235	162	1 654	34	0	0	6	0	1 933	197	2 136
Nova Scotia	396	233	12 603	200	0	8	154	66	13 677	515	14 237
New Brunswick	925	1 554	4 054	290	1	29	268	158	5 360	2 087	7 467
Quebec (Except NCR)	1 337	14 387	107	27	244	14 207	65	407	1 790	29 908	31 899
Quebec (NCR)	4 534	6 118	4 057	343	6	313	695	611	9 401	7 492	16 900
Ontario (NCR)	13 661	13 551	16 989	1 448	18	448	5 573	2 439	36 867	18 154	55 174
Ontario (Except NCR)	1 531	1 044	31 262	557	3	30	241	65	33 982	1 740	35 886
Manitoba	271	188	8 527	158	0	0	9	3	9 305	361	9 753
Saskatchewan	102	55	5 398	35	0	0	6	1	5 807	95	5 951
Alberta	186	105	12 248	187	0	2	13	2	12 974	306	13 344
British Columbia	217	87	19 528	169	3	8	23	3	20 483	282	20 856
Yukon	3	1	842	12	0	0	0	0	902	14	929
Northwest Territories	12	25	1 235	35	0	3	0	0	1 385	64	1 528
Outside Canada	117	87	108	6	0	7	931	336	1 166	438	1 605
Total	23 611	37 635	123 872	3 531	276	15 055	7 997	4 103	160 506	61 741	223 173

*Total population figure is not based on the same data source as other data; see Technical notes, Data sources, p. 52.

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify geographic area, language requirements of position and/or language group.

For language group, percentage is based on the total of employees whose first official language is known.

**Department, sex and language group**

Number and percentage of employees, by department, sex and language group, 1985

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	6 268	1 733	2 398	726	8 032	71.9	3 144	28.1	8 666	77.9	2 459	22.1	11 177
Bureau of Pensions Advocates	30	8	67	19	38	30.6	86	69.4	97	78.2	27	21.8	124
Canada Labour Relations Board	17	14	16	37	31	36.9	53	63.1	33	39.3	51	60.7	84
Canadian Aviation Safety Board	73	20	36	19	95	63.3	55	36.7	109	73.6	39	26.4	150
Canadian Grain Commission	523	33	163	11	560	76.1	176	23.9	686	94.0	44	6.0	736
Canadian Human Rights Commission	39	15	61	37	54	35.5	98	64.5	100	65.8	52	34.2	152
Canadian Intergovernmental Conference Secretariat	3	7	1	9	10	50.0	10	50.0	4	20.0	16	80.0	20
Canadian International Development Agency	326	282	208	353	608	52.0	561	48.0	534	45.7	635	54.3	1 169
Canadian Pension Commission	80	22	182	33	103	32.4	215	67.6	262	82.6	55	17.4	318
Canadian Radio-television and Telecommunications Commission	117	85	77	116	203	51.3	193	48.7	194	49.1	201	50.9	396
Canadian Transport Commission	328	122	193	133	450	58.0	326	42.0	521	67.1	255	32.9	776
Communications	1 062	353	472	347	1 416	63.3	821	36.7	1 534	68.7	700	31.3	2 237
Consumer and Corporate Affairs	960	418	538	476	1 379	57.6	1 014	42.4	1 498	62.6	894	37.4	2 393
Correctional Service of Canada	5 106	2 576	2 102	918	7 692	71.7	3 029	28.3	7 208	67.4	3 494	32.6	10 721
Employment and Immigration	5 902	3 385	10 098	4 988	9 311	38.1	15 155	61.9	16 000	65.6	8 373	34.4	24 466
Energy, Mines and Resources	2 608	710	1 167	487	3 318	66.7	1 654	33.3	3 775	75.9	1 197	24.1	4 972
Environment	5 441	1 200	1 824	672	6 655	72.6	2 508	27.4	7 265	79.5	1 872	20.5	9 163
External Affairs	1 917	695	1 191	569	2 615	59.7	1 765	40.3	3 108	71.1	1 264	28.9	4 380
Federal Court	37	35	47	57	72	40.9	104	59.1	84	47.7	92	52.3	176
Federal-Provincial Relations Office	18	11	10	15	29	53.7	25	46.3	28	51.9	26	48.1	54
Finance	357	120	226	174	478	54.4	400	45.6	583	66.5	294	33.5	878
Fisheries and Oceans	3 825	493	1 194	358	4 323	73.5	1 558	26.5	5 019	85.5	851	14.5	5 881
Immigration Appeal Board	17	8	28	15	25	36.8	43	63.2	45	66.2	23	33.8	68
Indian Affairs and Northern Development	2 237	390	2 351	434	2 657	48.5	2 821	51.5	4 588	84.8	824	15.2	5 478
Insurance	102	35	61	22	137	62.3	83	37.7	163	74.1	57	25.9	220
International Joint Commission	11	0	6	1	19	51.4	18	48.6	17	94.4	1	5.6	37
Investment Canada	48	11	48	14	59	48.0	64	52.0	96	79.3	25	20.7	123
Justice	409	176	513	272	586	42.7	787	57.3	922	67.3	448	32.7	1 373
Labour	274	96	271	146	370	47.0	417	53.0	545	69.3	242	30.7	787
Law Reform Commission of Canada	3	4	9	21	7	18.9	30	81.1	12	32.4	25	67.6	37
National Defence (civilian)	18 449	4 482	8 524	2 230	23 011	68.0	10 816	32.0	26 973	80.1	6 712	19.9	33 827
National Energy Board	208	38	112	51	248	60.3	163	39.7	320	78.2	89	21.8	411
National Health and Welfare	2 506	813	4 617	1 289	3 386	35.7	6 087	64.3	7 123	77.2	2 102	22.8	9 473
National Library of Canada	107	47	232	150	154	28.7	382	71.3	339	63.2	197	36.8	536
National Museums of Canada	402	169	309	160	571	54.9	469	45.1	711	68.4	329	31.6	1 040
National Parole Board	49	23	108	84	72	27.2	193	72.8	157	59.5	107	40.5	265
National Revenue (Customs and Excise)	4 057	1 519	3 149	1 067	5 579	56.9	4 255	43.1	7 206	73.6	2 586	26.4	9 802
National Revenue (Taxation)	6 480	2 211	6 061	2 348	8 698	50.8	8 424	49.2	12 541	73.3	4 559	26.7	17 122
Office of the Chief Electoral Officer	6	28	6	19	34	57.6	25	42.4	12	20.3	47	79.7	59
Office of the Commissioner for Federal Judicial Affairs	5	6	5	15	12	37.5	20	62.5	10	32.3	21	67.7	32
Office of the Commissioner of Official Languages	14	50	22	54	64	45.7	76	54.3	36	25.7	104	74.3	140
Office of the Coordinator, Status of Women	0	0	19	16	0	0	35	100.0	19	54.3	16	45.7	35
Office of the Grain Transportation Agency Administrator	11	0	11	0	11	50.0	11	50.0	22	100.0	0	0.0	22

Table 8—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Offices of the Information and Privacy Commissioners	18	10	11	8	28	59.6	19	40.4	29	61.7	18	38.3	47
Office of the Secretary to the Governor General	15	27	19	36	43	42.2	59	57.8	34	35.1	63	64.9	102
Pension Review Board	3	3	8	8	6	27.3	16	72.7	11	50.0	11	50.0	22
Privy Council Office	81	71	106	101	155	42.2	212	57.8	187	52.1	172	47.9	367
Public Archives of Canada	317	144	183	165	461	56.9	349	43.1	500	61.8	309	38.2	810
Public Service Commission	457	545	548	969	1 016	39.6	1 547	60.4	1 005	39.9	1 514	60.1	2 563
Public Service Staff Relations Board	36	32	36	43	75	48.4	80	51.6	72	49.0	75	51.0	155
Public Works	4 363	1 581	1 380	505	5 961	75.9	1 890	24.1	5 743	73.4	2 086	26.6	7 851
Regional Industrial Expansion	1 132	416	838	473	1 549	54.1	1 312	45.9	1 970	68.9	889	31.3	2 860
Restrictive Trade Practices Commission	6	1	2	5	7	50.0	7	50.0	8	57.1	6	42.9	14
Royal Canadian Mounted Police (Public Service employees)	474	160	2 185	521	636	19.0	2 712	81.0	2 659	79.6	681	20.4	3 348
Science and Technology	35	11	24	26	46	46.9	52	53.1	59	61.5	37	38.5	98
Secretary of State of Canada	338	712	613	1 387	1 050	34.4	2 000	65.6	951	31.2	2 099	68.8	3 050
Solicitor General	105	19	114	61	128	42.0	177	58.0	219	73.2	80	26.8	305
Statistics Canada	1 433	740	1 486	916	2 181	47.4	2 422	52.6	2 919	63.8	1 656	36.2	4 603
Supply and Services	3 070	1 908	2 936	2 151	5 002	49.3	5 137	50.7	6 006	59.7	4 059	40.3	10 139
Supreme Court	11	18	17	21	29	43.3	38	56.7	28	41.8	39	58.2	67
Tariff Board	14	4	9	4	18	58.1	13	41.9	23	74.2	8	25.8	31
Tax Court of Canada	7	9	21	20	16	28.1	41	71.9	28	49.1	29	50.9	57
Transport	13 241	3 548	2 985	1 207	16 825	80.0	4 202	20.0	16 226	77.3	4 755	22.7	21 027
Treasury Board (Office of the Comptroller General)	81	13	33	24	94	62.3	57	37.7	114	75.5	37	24.5	151
Treasury Board (Secretariat)	313	110	204	158	423	53.9	362	46.1	517	65.9	268	34.1	785
Veterans Affairs	745	703	1 128	717	1 456	44.0	1 856	56.0	1 873	56.9	1 420	43.1	3 312
Veterans' Land Administration	62	9	81	6	71	44.9	87	55.1	143	90.5	15	9.5	158
War Veterans Allowance Board	12	2	5	8	14	51.9	13	48.1	17	63.0	10	37.0	27
Grand total	96 801	33 239	63 705	28 502	130 461	58.4	92 797	41.6	160 506	72.2	61 741	27.8	223 173

*Total population figure is not based on the same data source as other data; see Technical notes, Data sources, p. 52

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

For language group, percentage is based on the total of employees whose first official language is known.



Salary in current and constant dollars, sex and language group

Number and percentage of full-time indeterminate employees, by salary group, sex and language group, in current dollars and in constant dollars, 1984 and 1985

1984 (Current dollars)													
Salary group	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Less than \$10 000	134	50	34	13	185	79.7	47	20.3	168	72.7	63	27.3	232
10 000-14 999	54	18	374	164	77	12.4	544	87.6	428	70.2	182	29.8	611
15 000-19 999	7 835	3 773	16 976	7 454	11 645	32.2	24 537	67.8	24 811	68.8	11 227	31.2	36 038
20 000-24 999	14 319	5 262	18 403	8 038	19 668	42.6	26 516	57.4	32 722	71.1	13 300	28.9	46 022
25 000-29 999	19 518	6 718	9 036	3 494	26 294	67.6	12 594	32.4	28 554	73.7	10 212	26.3	38 766
30 000-34 999	17 839	6 450	6 560	2 602	24 339	72.6	9 197	27.4	24 399	72.9	9 052	27.1	33 536
35 000-39 999	8 658	3 128	2 213	1 198	11 802	77.5	3 421	22.5	10 871	71.5	4 326	28.5	15 223
40 000-44 999	7 870	2 544	1 081	606	10 439	86.1	1 687	13.9	8 951	74.0	3 150	26.0	12 126
45 000-49 000	5 121	1 250	533	168	6 390	90.1	702	9.9	5 654	79.9	1 418	20.1	7 072
50 000-54 999	5 730	1 203	393	113	6 941	93.2	508	6.8	6 123	82.3	1 316	17.7	7 449
55 000-59 999	2 517	488	135	31	3 012	94.7	167	5.3	2 652	83.6	519	16.4	3 179
60 000-64 999	1 607	293	57	18	1 904	96.2	75	3.8	1 664	84.3	311	15.7	1 979
65 000-69 999	627	128	26	9	758	95.6	35	4.4	653	82.7	137	17.3	793
70 000-74 999	279	76	7	5	357	96.7	12	3.3	286	77.9	81	22.1	369
75 000-79 999	85	31	3	2	116	95.9	5	4.1	88	72.7	33	27.3	121
80 000 and over	87	21	1	0	111	99.1	1	0.9	88	80.7	21	19.3	112
Total	92 280	31 433	55 832	23 915	124 038	60.8	80 048	39.2	148 112	72.8	55 348	27.2	204 086
Other*	5 637	2 036	7 409	4 230	7 895	39.6	12 045	60.4	13 046	67.6	6 266	32.4	19 340
Grand Total	97 917	33 469	63 241	28 145	131 933	58.9	92 093	41.1	161 158	72.3	61 614	27.7	224 026

Salary group	1984 (Constant dollars) ^b												Total
	Men		Women		Men		Women		Anglophones		Francophones		
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Less than \$10 000	135	50	35	16	187	78.6	51	21.4	170	72.0	66	28.0	238
10 000-14 999	2 968	1 617	6 800	2 941	4 607	32.0	9 798	68.0	9 768	68.2	4 558	31.8	14 405
15 000-19 999	17 059	6 637	27 676	12 279	23 790	37.2	40 081	62.8	44 735	70.3	18 916	29.7	63 871
20 000-24 999	23 762	8 219	10 610	4 012	32 054	68.6	14 695	31.4	34 372	73.8	12 231	26.2	46 749
25 000-29 999	18 090	6 628	7 028	2 881	24 773	71.4	9 946	28.6	25 118	72.5	9 509	27.5	34 719
30 000-34 999	10 225	3 483	2 020	1 146	13 727	81.2	3 170	18.8	12 245	72.6	4 629	27.4	16 897
35 000-39 999	7 767	2 234	908	433	10 029	88.2	1 342	11.8	8 675	76.5	2 667	23.5	11 371
40 000-44 999	6 116	1 308	479	125	7 436	92.5	606	7.5	6 595	82.1	1 433	17.9	8 042
45 000-49 999	3 530	724	184	49	4 262	94.8	234	5.2	3 714	82.8	773	17.2	4 496
50 000-54 999	1 792	337	64	20	2 134	96.2	84	3.8	1 856	83.9	357	16.1	2 218
55 000-59 999	526	116	22	8	645	95.6	30	4.4	548	81.5	124	18.5	675
60 000-64 999	195	49	4	4	245	96.8	8	3.2	199	79.0	53	21.0	253
65 000-69 999	87	23	2	1	112	97.4	3	2.6	89	78.8	24	21.2	115
70 000-74 999	26	8	0	0	35	100.0	0	0.0	26	76.5	8	23.5	35
75 000-79 999	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
80 000 and over	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total	92 280	31 433	55 832	23 915	124 038	60.8	80 048	39.2	148 112	72.8	55 348	27.2	204 086
Other ^a	5 637	2 036	7 409	4 230	7 895	39.6	12 045	60.4	13 046	67.6	6 266	32.4	19 940
Grand Total	97 917	33 469	63 241	28 145	131 933	58.9	92 093	41.1	161 158	72.3	61 614	27.7	224 022

*Consists of employees whose type of employment is other than full-time indeterminate.

^bThe base period used for the calculation of the constant dollars is 1981, and the annual averages of the Consumer Price Index (CPI) published by Statistics Canada were used to determine the 1984 and 1985 (expressed in 1981 constant dollars) distribution.

^cTotal population figure for 1985 is not based on the same data source as other data; see Technical notes, Data sources, p. 52.

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

-For language group, percentage is based on the total of employees whose first official language is known.

Table 9—Continued

1985 (Current dollars)												
Men		Women		Men		Women		Anglophones		Francophones		Total
Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
103	50	32	9	153	78.9	41	21.1	135	69.6	59	30.4	194
49	19	333	126	72	13.4	465	86.6	382	72.5	145	27.5	837
7 362	3 509	16 057	7 139	10 900	31.9	23 264	68.1	23 419	68.7	10 648	31.3	34 164
13 708	5 201	17 941	8 125	18 941	42.1	26 102	57.9	31 649	70.4	13 326	29.6	45 043
18 603	6 500	9 098	3 494	25 136	66.5	12 641	33.5	27 701	73.5	9 994	26.5	37 777
17 901	6 441	6 943	2 754	24 360	71.5	9 709	28.5	24 844	73.0	9 195	27.0	34 069
8 462	3 080	2 393	1 325	11 555	75.7	3 719	24.3	10 855	71.1	4 405	28.9	15 274
7 812	2 513	1 211	576	10 333	85.2	1 790	14.8	9 023	74.5	3 089	25.5	12 123
4 520	1 345	607	345	5 871	86.0	952	14.0	5 127	75.2	1 690	24.8	6 823
5 855	1 233	457	115	7 094	92.5	572	7.5	6 312	82.4	1 348	17.6	7 666
3 528	709	214	47	4 242	94.2	261	5.8	3 742	83.2	756	16.8	4 503
1 578	274	81	18	1 856	94.9	99	5.1	1 659	85.0	292	15.0	1 955
587	148	30	11	736	94.7	41	5.3	617	79.5	159	20.5	777
437	88	18	6	527	95.6	24	4.4	455	82.9	94	17.1	551
275	66	10	6	342	95.5	16	4.5	285	79.8	72	20.2	358
194	57	6	2	259	97.0	8	3.0	200	77.2	59	22.8	263
90 974	31 233	55 431	24 098	122 373	60.6	79 704	39.4	146 405	72.6	55 331	27.4	202 077
5 827	2 006	8 274	4 404	8 088	38.2	13 093	61.8	14 101	68.7	6 410	31.3	21 182
96 801	33 239	63 705	28 502	130 461	58.4	92 797	41.6	160 506	72.2	61 741	27.8	223 173

1985 (Constant dollars) ^b												
Men		Women		Men		Women		Anglophones		Francophones		Total
Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
103	50	33	9	154	78.6	42	21.4	136	69.7	59	30.3	196
4 386	1 987	8 974	3 904	6 399	33.1	12 930	66.9	13 360	69.4	5 891	30.6	19 329
18 025	7 482	27 379	12 381	25 546	39.1	39 820	60.9	45 404	69.6	19 863	30.4	65 366
26 097	9 052	10 818	4 046	35 186	70.2	14 919	29.8	36 915	73.8	13 098	26.2	50 105
15 006	5 214	4 877	2 086	20 240	74.4	6 968	25.6	19 883	73.1	7 300	26.9	27 208
8 765	3 035	1 776	1 066	11 814	80.6	2 845	19.4	10 541	72.0	4 101	28.0	14 659
6 564	1 964	779	416	8 534	87.7	1 195	12.3	7 343	75.5	2 380	24.5	9 729
6 208	1 248	486	109	7 465	92.6	594	7.4	6 693	83.1	1 357	16.9	8 059
3 737	687	205	49	4 428	94.6	254	5.4	3 942	84.3	736	15.7	4 682
1 131	287	67	16	1 421	94.5	83	5.5	1 198	79.8	303	20.2	1 504
514	114	25	9	630	94.9	34	5.1	539	81.4	123	18.6	664
284	62	11	6	347	95.3	17	4.7	295	81.3	68	18.7	364
97	38	2	1	136	97.8	3	2.2	99	71.7	39	28.3	139
55	11	0	0	67	100.0	0	0.0	55	83.3	11	16.7	67
1	1	0	0	3	100.0	0	0.0	1	50.0	1	50.0	3
1	1	0	0	3	100.0	0	0.0	1	50.0	1	50.0	3
90 974	31 233	55 431	24 098	122 373	60.6	79 704	39.4	146 405	72.6	55 331	27.4	202 077
5 827	2 006	8 274	4 404	8 088	38.2	13 093	61.8	14 101	68.7	6 410	31.3	21 182
96 801	33 239	63 705	28 502	130 461	58.4	92 797	41.6	160 506	72.2	61 741	27.8	223 173

10

Occupational category, type of employment, sex and language group

Number and percentage of employees, by occupational category, type of employment, sex and language group, 1985

Occupational category and type of employment	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Management													
Full-time													
• Indeterminate	3 151	790	251	70	3 941	92.5	321	7.5	3 402	79.8	860	20.2	4 262
• Specified period	15	4	1	1	19	90.5	2	9.5	16	76.2	5	23.8	21
Total	3 166	794	252	71	3 960	92.5	323	7.5	3 418	79.8	865	20.2	4 283
Part-time													
• Indeterminate	0	0	2	1	0	0.0	3	100.0	2	66.7	1	33.3	3
Total	0	0	2	1	0	0.0	3	100.0	2	66.7	1	33.3	3
Total	3 242	816	265	77	4 058	92.2	342	7.8	3 507	79.7	893	20.3	4 400
Scientific and Professional													
Full-time													
• Indeterminate	13 346	3 468	3 466	1 224	16 849	78.0	4 742	22.0	16 812	78.2	4 692	21.8	21 591
• Seasonal	3	1	1	0	4	80.0	1	20.0	4	80.0	1	20.0	5
• Specified period	523	146	407	117	692	55.8	548	44.2	930	78.0	263	22.0	1 240
Total	13 872	3 615	3 874	1 341	17 545	76.8	5 291	23.2	17 746	78.2	4 956	21.8	22 836
Part-time													
• Indeterminate	34	17	151	79	51	18.0	232	82.0	185	65.8	96	34.2	283
• Specified period	12	5	36	10	29	28.7	72	71.3	48	76.2	15	23.8	101
Total	46	22	187	89	80	20.8	304	79.2	233	67.7	111	32.3	384
Total	13 918	3 637	4 061	1 430	17 625	75.9	5 595	24.1	17 979	78.0	5 067	22.0	23 220
Administrative and Foreign Service													
Full-time													
• Indeterminate	25 120	10 331	13 476	5 938	35 477	64.6	19 425	35.4	38 596	70.3	16 269	29.7	54 902
• Seasonal	6	4	6	4	10	50.0	10	50.0	12	60.0	8	40.0	20
• Specified period	718	313	688	296	1 047	51.2	997	48.8	1 406	69.8	609	30.2	2 044
Total	25 844	10 648	14 170	6 238	36 534	64.1	20 432	35.9	40 014	70.3	16 886	29.7	56 966
Part-time													
• Indeterminate	55	48	458	265	103	12.4	726	87.6	513	62.1	313	37.9	829
• Seasonal	50	11	7	0	62	89.9	7	10.1	57	83.8	11	16.2	69
• Specified period	24	10	51	20	38	33.6	75	66.4	75	71.4	30	28.6	113
Total	129	69	516	285	203	20.1	808	79.9	645	64.6	354	35.4	1 011
Total	25 973	10 717	14 687	6 523	36 737	63.4	21 241	36.6	40 660	70.2	17 240	29.8	57 978
Technical													
Full-time													
• Indeterminate	17 895	4 576	2 396	676	22 504	88.0	3 081	12.0	20 291	79.4	5 252	20.6	25 585
• Seasonal	205	50	27	6	257	88.6	33	11.4	232	80.6	56	19.4	290
• Specified period	629	191	254	78	834	70.9	343	29.1	883	76.6	269	23.4	1 177
Total	18 729	4 817	2 677	760	23 595	87.2	3 457	12.8	21 406	79.3	5 577	20.7	27 052
Part-time													
• Indeterminate	5	3	65	23	8	8.3	88	91.7	70	72.9	26	27.1	96
• Seasonal	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
• Specified period	11	3	12	6	16	45.7	19	54.3	23	71.9	9	28.1	35
Total	17	6	77	29	25	18.9	107	81.1	94	72.9	35	27.1	132
Total	18 746	4 823	2 754	789	23 620	86.9	3 564	13.1	21 500	79.3	5 612	20.7	27 184
Total (officer categories)													
Full-time													
• Indeterminate	59 512	19 165	19 589	7 908	78 771	74.1	27 569	25.9	79 101	74.5	27 073	25.5	106 340
• Seasonal	214	55	34	10	271	86.0	44	14.0	248	79.2	65	20.8	315
• Specified period	1 885	654	1 350	492	2 592	57.8	1 890	42.2	3 235	73.8	1 146	26.2	4 482
Total	61 611	19 874	20 973	8 410	81 634	73.5	29 503	26.5	82 584	74.5	28 284	25.5	111 137

Table 10—Continued

Occupational category and type of employment	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Part-time													
• Indeterminate	94	68	676	368	162	13.4	1 409	86.6	770	63.8	436	36.2	1 211
• Seasonal	51	11	7	0	63	90.0	7	10.0	58	84.1	11	15.9	70
• Specified period	47	18	99	36	83	33.3	166	66.7	146	73.0	54	27.0	249
Total	192	97	782	404	308	20.1	1 222	79.9	974	66.0	501	34.0	11 530
Total	61 879	19 993	21 767	8 819	82 040	72.7	30 742	27.3	83 646	74.4	28 812	25.6	112 782
Administrative Support													
Full-time													
• Indeterminate	6 635	3 669	32 351	15 091	10 321	17.8	47 521	82.2	38 986	67.5	18 760	32.5	57 842
• Seasonal	4	5	38	32	9	11.2	71	88.7	42	53.2	37	46.8	80
• Specified period	846	496	4 181	2 315	1 364	17.1	6 626	82.9	5 027	64.1	2 811	35.9	7 990
Total	7 485	4 170	36 570	17 438	11 694	17.7	54 218	82.3	44 055	67.1	21 608	32.9	65 912
Part-time													
• Indeterminate	29	15	1 078	737	45	2.4	1 855	97.6	1 107	59.5	752	40.5	1 900
• Seasonal	40	20	280	159	92	14.7	532	85.3	320	64.1	179	35.9	624
• Specified period	69	35	1 358	896	137	5.4	2 387	94.6	1 427	60.5	931	39.5	2 524
Total	7 554	4 205	37 928	18 334	11 831	17.3	56 606	82.7	45 482	66.9	22 539	33.1	68 437
Operational													
Full-time													
• Indeterminate	24 719	8 358	3 457	1 081	33 119	87.9	4 556	12.1	28 176	74.9	9 439	25.1	37 675
• Seasonal	573	195	61	16	771	90.8	78	9.2	634	75.0	211	25.0	849
• Specified period	1 837	383	243	62	2 310	87.6	326	12.4	2 080	82.4	445	17.6	2 636
Total	27 129	8 936	3 761	1 159	36 200	87.9	4 960	12.1	30 890	75.4	10 095	24.6	41 160
Part-time													
• Indeterminate	107	49	184	137	175	34.0	340	66.0	291	61.0	186	39.0	515
• Seasonal	4	0	3	0	4	57.1	3	42.9	7	100.0	0	0.0	7
• Specified period	14	14	28	34	41	32.0	86	67.2	42	46.7	48	53.3	128
Total	125	63	215	171	220	33.8	429	66.0	340	59.2	234	40.8	650
Total	27 255	9 000	3 976	1 330	36 423	87.1	5 389	12.9	31 231	75.1	10 330	24.9	41 813
All categories													
Full-time													
• Indeterminate	90 974	31 233	55 431	24 098	122 373	60.6	79 704	39.4	146 405	72.6	55 331	27.4	202 077
• Seasonal	791	255	133	58	1 051	84.5	193	15.5	924	74.7	313	25.3	1 244
• Specified period	4 573	1 533	5 774	2 870	6 271	41.5	8 844	58.5	10 347	70.1	4 403	29.9	15 115
Total	96 338	33 021	61 338	27 026	129 695	59.4	88 741	40.6	157 676	72.4	60 047	27.6	218 436
Part-time													
• Indeterminate	230	132	1 938	1 242	382	10.5	3 244	89.5	2 168	61.2	1 374	38.8	3 626
• Seasonal	55	11	10	0	67	87.0	10	13.0	65	85.5	11	14.5	77
• Specified period	101	52	407	229	216	21.6	784	78.3	508	64.4	281	35.6	1 001
Total	386	195	2 355	1 471	665	14.1	4 038	85.8	2 741	62.2	1 666	37.8	4 704
Grand total	96 801	33 239	63 705	28 502	130 461	58.4	92 797	41.6	160 506	72.2	61 741	27.8	223 173

* Total population figure is not based on the same data source as other data; see Technical notes, Data sources, p. 52.

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

For language group, percentage is based on the total of employees whose first official language is known.

**Occupational category, group, sex and language group**

Number and percentage of employees, by occupational category and group, sex and language group, 1985

Occupational category and group	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Management													
Executive (EX)	1 787	496	119	43	2 283	93.4	162	6.6	1 906	78.0	539	22.0	2 445
Senior Management (SM)	1 455	320	146	34	1 775	90.8	180	9.2	1 601	81.9	354	18.1	1 955
Total	3 242	816	265	77	4 058	92.2	342	7.8	3 507	79.7	893	20.3	4 400
Scientific and Professional													
Actuarial Science (AC)	9	12	2	0	21	91.3	2	8.7	11	47.8	12	52.2	23
Agriculture (AG)	216	51	31	9	267	87.0	40	13.0	247	80.5	60	19.5	307
Architecture and Town Planning (AR)	245	59	25	13	304	88.9	38	11.1	270	78.9	72	21.1	342
Auditing (AU)	2 214	684	230	52	2 898	91.1	282	8.9	2 444	76.9	736	23.1	3 180
Biological Sciences (BI)	780	124	194	40	914	79.4	237	20.6	974	85.6	164	14.4	1 151
Chemistry (CH)	265	42	76	13	309	77.6	89	22.4	341	86.1	55	13.9	398
Defense Scientific Service (DS)	397	114	30	14	511	92.1	44	7.9	427	76.9	128	23.1	555
Dentistry (DE)	30	6	3	0	38	92.7	3	7.3	33	84.6	6	15.4	41
Economics, Sociology and Statistics (ES)	1 526	399	417	125	1 928	78.0	544	22.0	1 943	78.8	524	21.2	2 472
Education (ED)	801	467	800	486	1 291	49.2	1 334	50.8	1 601	62.7	953	37.3	2 625
Engineering and Land Surveying (EN)	2 341	491	75	33	2 835	96.3	108	3.7	2 416	82.2	524	17.8	2 943
Forestry (FO)	120	32	7	1	153	95.0	8	5.0	127	79.4	33	20.6	161
Historical Research (HR)	139	50	72	19	189	67.3	92	32.7	211	75.4	69	24.6	281
Home Economics (HE)	0	0	28	14	0	0.0	43	100.0	28	66.7	14	33.3	43
Law (LA)	389	143	173	64	532	69.2	237	30.8	562	73.1	207	26.9	769
Library Science (LS)	125	51	301	57	176	32.8	360	67.2	426	79.8	108	20.2	536
Mathematics (MA)	96	31	35	12	127	73.0	47	27.0	131	75.3	43	24.7	174
Medicine (MD)	208	67	34	5	277	87.7	39	12.3	242	77.1	72	22.9	316
Meteorology (MT)	407	117	27	16	524	92.4	43	7.6	434	76.5	133	23.5	567
Nursing (NU)	129	37	1 121	334	168	10.1	1 495	89.9	1 250	77.1	371	22.9	1 663
Occupational and Physical Therapy (OP)	1	0	17	6	1	3.8	25	96.2	18	75.0	6	25.0	26
Pharmacy (PH)	26	16	11	7	42	68.9	19	31.1	37	61.7	23	38.3	61
Physical Sciences (PC)	677	92	109	26	772	85.1	135	14.9	786	86.9	118	13.1	907
Psychology (PS)	56	22	19	11	78	71.6	31	28.4	75	69.4	33	30.6	109
Scientific Regulation (SG)	309	89	55	22	398	83.6	78	16.4	364	76.6	111	23.4	476
Scientific Research (SE)	1 805	168	88	10	1 982	95.2	99	4.8	1 893	91.4	178	8.6	2 081
Social Work (SW)	75	22	37	6	98	69.5	43	30.5	112	80.0	28	20.0	141
University Teaching (UT)	142	87	2	6	237	96.3	9	3.7	144	60.8	93	39.2	246
Veterinary Science (VS)	390	164	42	29	555	88.7	71	11.3	432	69.1	193	30.9	626
Total	13 918	3 637	4 061	1 430	17 625	75.9	5 595	24.1	17 979	78.0	5 067	22.0	23 220
Administrative and Foreign Service													
Administrative Services (AS)	4 370	1 907	3 414	1 973	6 287	53.8	5 390	46.2	7 784	66.7	3 880	33.3	11 677
Administrative Trainee (AT)	18	13	34	21	31	35.6	56	64.4	52	60.5	34	39.5	87
Commerce (CO)	1 509	414	257	78	1 927	85.2	335	14.8	1 766	78.2	492	21.8	2 262
Computer Systems Administration (CS)	1 998	585	575	231	2 586	76.2	807	23.8	2 573	75.9	816	24.1	3 393
Financial Administration (FI)	1 386	493	544	218	1 880	71.2	762	28.8	1 930	73.1	711	26.9	2 642
Foreign Service (FS)	617	205	131	36	822	83.1	167	16.9	748	75.6	241	24.4	989
Information Services (IS)	403	233	410	233	637	49.6	648	50.4	813	63.6	466	36.4	1 285
Organization and Methods (OM)	514	137	182	54	652	73.4	236	26.6	696	78.5	191	21.5	888
Personnel Administration (PE)	923	592	928	515	1 518	51.2	1 444	48.8	1 851	62.6	1 107	37.4	2 962
Program Administration (PM)	12 040	4 899	7 259	2 336	16 954	63.8	9 609	36.2	19 299	72.7	7 235	27.3	26 563
Purchasing and Supply (PG)	1 141	393	422	137	1 536	73.3	559	26.7	1 563	74.7	530	25.3	2 095

Table 11—Continued

Occupational category and group	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Translation (TR)	86	486	71	526	572	48.9	597	51.1	157	13.4	1 012	86.6	1 169
Welfare Programs (WP)	968	360	460	165	1 335	67.9	631	32.1	1 428	73.1	525	26.9	1 966
Total	25 973	10 717	14 687	6 523	36 737	63.4	21 241	36.6	40 660	70.2	17 240	29.8	57 978
Technical													
Air Traffic Control (AI)	1 836	308	57	22	2 144	96.4	79	3.6	1 893	85.2	330	14.8	2 223
Aircraft Operations (AO)	434	93	17	7	532	95.7	24	4.3	451	81.9	100	18.1	556
Drafting and Illustration (DD)	1 126	326	188	58	1 456	85.4	248	14.6	1 314	77.4	384	22.6	1 704
Educational Support (EU)	7	4	39	2	11	20.8	42	79.2	46	88.5	6	11.5	53
Electronics (EL)	2 410	604	36	7	3 018	98.6	43	1.4	2 446	80.0	611	20.0	3 061
Engineering and Scientific Support (EG)	5 047	1 130	989	174	6 202	84.0	1 178	16.0	6 036	82.2	1 304	17.8	7 380
General Technical (GT)	1 982	495	330	84	2 481	85.7	415	14.3	2 312	80.0	579	20.0	2 896
Photography (PY)	92	35	15	4	127	87.0	19	13.0	107	73.3	39	26.7	146
Primary Products Inspection (PI)	1 828	638	159	66	2 468	91.6	225	8.4	1 987	73.8	704	26.2	2 693
Radio Operations (RO)	955	172	66	19	1 127	93.0	85	7.0	1 021	84.2	191	15.8	1 212
Ships' Officers (SO)	1 177	292	52	23	1 470	95.1	75	4.9	1 229	79.6	315	20.4	1 545
Social Science Support (SI)	739	348	777	319	1 091	49.8	1 098	50.2	1 516	69.4	667	30.6	2 189
Technical Inspection (TI)	1 113	378	29	4	1 493	97.8	33	2.2	1 142	74.9	382	25.1	1 526
Total	18 746	4 823	2 754	789	23 620	86.9	3 564	13.1	21 500	79.3	5 612	20.7	27 184
Administrative Support													
Clerical and Regulatory (CR)	6 331	3 701	27 238	12 515	10 082	20.1	40 014	79.9	33 569	67.4	16 216	32.6	50 096
Communications (CM)	346	85	201	49	431	63.0	253	37.0	547	80.3	134	19.7	684
Data Processing (DA)	635	294	1 642	595	935	29.3	2 259	70.7	2 277	71.9	889	28.1	3 194
Office Equipment Operation (OE)	127	81	137	98	223	48.0	242	52.0	264	59.6	179	40.4	465
Secretarial, Stenographic, Typing (ST)	115	44	8 710	5 077	160	1.1	13 838	98.9	8 825	63.3	5 121	36.7	13 998
Total	7 554	4 205	37 928	18 334	11 831	17.3	56 606	82.7	45 482	66.9	22 539	33.1	68 437
Operational													
Correction (CX)	2 652	1 472	458	121	4 125	87.7	580	12.3	3 110	66.1	1 593	33.9	4 705
Firefighters (FR)	1 209	205	6	2	1 415	99.4	8	0.6	1 215	85.4	207	14.6	1 423
General Labour and Trades (GL)	11 372	3 544	233	48	14 990	98.1	289	1.9	11 605	76.4	3 592	23.6	15 279
General Services (GS)	5 266	2 032	2 534	556	7 331	70.1	3 129	29.9	7 800	75.1	2 588	24.9	10 461
Heat, Power and Stationary Plant Operation (HP)	1 659	412	11	1	2 083	99.4	13	0.6	1 670	80.2	413	19.8	2 096
Hospital Services (HS)	229	463	544	307	720	44.9	883	55.1	773	50.1	770	49.9	1 603
Lightkeepers (LI)	356	33	7	0	389	98.2	7	1.8	363	91.7	33	8.3	396
Printing Operations (PR)	286	477	128	282	765	65.1	411	34.9	414	35.3	759	64.7	1 176
Ship Repair (SR)	2 386	32	9	0	2 431	99.6	9	0.4	2 395	98.7	32	1.3	2 440
Ships' Crews (SC)	1 840	330	46	13	2 174	97.3	60	2.7	1 886	84.6	343	15.4	2 234
Total	27 255	9 000	3 976	1 330	36 423	87.1	5 389	12.9	31 231	75.1	10 330	24.9	41 813
Grand total	96 801	33 239	63 705	28 502	130 461	58.4	92 797	41.6	160 506	72.2	61 741	27.8	223 173

* Total population figure is not based on the same data source as other data; see Technical notes, Data sources, p. 52.

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category, occupational group and/or language group.

For language group, percentage is based on the total of employees whose first official language is known.

12

Occupational category and job location

Number and percentage of employees, by occupational category and job location, 1985

Occupational category	National Capital Region		Other locations		Total
	No.	%	No.	%	
Management	3 051	69.3	1 349	30.7	4 400
Scientific and Professional	9 166	39.5	14 054	60.5	23 220
Administrative and Foreign Service	23 026	39.7	34 952	60.3	57 978
Technical	6 644	24.4	20 540	75.6	27 184
Total (Officer Categories)	41 887	37.1	70 895	62.9	112 782
Administrative Support	25 109	36.7	43 328	63.3	68 437
Operational	4 990	11.9	36 823	88.1	41 813
Grand total	72 129	32.3	151 130	67.7	223 173*

*Total population figure is not based on the same data source as other data; see Technical notes, Data sources, p. 52.

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category.

13

The Management Category and women, francophones and indigenous people

Number and percentage of men, women, anglophones, francophones and indigenous people in the Management Category, by group and level, 1984 and 1985

1984											
Group and level	Men		Women		Anglophones		Francophones		Indigenous people		Total employees in category
	No.	%	No.	%	No.	%	No.	%	No.	%	
EX-5*	89	100.0	0	0.0	68	76.4	21	23.6	0	0.0	89
EX-4	196	93.3	14	6.7	161	76.7	49	23.3	1	0.5	210
EX-3	498	96.7	17	3.3	408	79.2	107	20.8	3	0.6	515
EX-2	612	93.7	41	6.3	518	79.3	135	20.7	2	0.3	653
EX-1	718	91.5	67	8.5	611	77.8	174	22.2	5	0.6	785
SX (Unconverted)	6	100.0	0	0.0	4	66.7	2	33.3	0	0.0	6
SM	1 863	92.1	160	7.9	1 660	82.1	363	17.9	10	0.5	2 023
Total	3 982	93.0	299	7.0	3 430	80.1	851	19.9	21	0.5	4 281
1985											
EX-5*	86	98.9	1	1.1	66	75.9	21	24.1	0	0.0	87
EX-4	195	94.7	11	5.3	157	76.2	49	23.8	2	1.0	206
EX-3	443	95.5	21	4.5	368	79.3	96	20.7	2	0.4	464
EX-2	665	93.5	46	6.5	558	78.5	153	21.5	3	0.4	711
EX-1	894	91.5	83	8.5	757	77.5	220	22.5	5	0.5	977
SM	1 775	90.8	180	9.2	1 601	81.9	354	18.1	14	0.7	1 955
Total	4 058	92.2	342	7.8	3 507	79.7	893	20.3	24	0.6	4 400

*Includes 10 executives in 1984 and 8 in 1985 who are ranked as GX, which entitles them to the DM-1 salary range.

14

Language requirements of position, occupational category and language group

Number and percentage of employees, by occupational category, language requirements of position and language group, 1985

Occupational category	Language requirements of position	Anglophones		Francophones		Anglophones and Francophones	Total
		No.	%	No.	%		
Management	Bilingual	2 396	75.5	779	24.5	3 175	3 175
	English	750	98.7	10	1.3	760	760
	French	0	0.0	2	100.0	2	2
	English or French	297	77.3	87	22.7	384	384
	Total	3 507	79.7	893	20.3	4 400	4 400
Scientific and Professional	Bilingual	3 975	50.4	3 912	49.6	7 887	7 887
	English	12 759	98.1	253	1.9	13 012	13 012
	French	17	2.5	656	97.5	673	673
	English or French	663	80.5	161	19.5	824	824
	Total	17 979	78.0	5 067	22.0	23 046	23 220
Administrative and Foreign Service	Bilingual	9 422	41.0	13 580	59.0	23 002	23 002
	English	29 109	97.8	650	2.2	29 759	29 759
	French	12	0.5	2 344	99.5	2 356	2 356
	English or French	1 431	78.2	398	21.8	1 829	1 829
	Total	40 660	70.2	17 240	29.8	57 900	57 978
Technical	Bilingual	1 847	33.8	3 622	66.2	5 469	5 469
	English	18 273	97.3	507	2.7	18 780	18 780
	French	26	2.3	1 128	97.7	1 154	1 154
	English or French	1 070	77.9	303	22.1	1 373	1 373
	Total	21 500	79.3	5 412	20.7	27 112	27 184
Administrative Support	Bilingual	5 216	27.9	13 461	72.1	18 677	18 677
	English	35 574	95.9	1 519	4.1	37 093	37 093
	French	73	1.3	5 487	98.7	5 560	5 560
	English or French	2 680	66.9	1 324	33.1	4 004	4 004
	Total	45 482	66.9	22 539	33.1	68 021	68 437
Operational	Bilingual	693	23.7	2 226	76.3	2 919	2 919
	English	27 363	97.9	591	2.1	27 954	27 954
	French	148	2.7	5 436	97.3	5 584	5 584
	English or French	1 855	50.3	1 830	49.7	3 685	3 685
	Total	31 231	75.1	10 330	24.9	41 561	41 813
All Categories	Bilingual	23 611	38.6	37 635	61.4	61 246	61 246
	English	123 872	97.2	3 531	2.8	127 403	127 403
	French	276	1.8	15 055	98.2	15 331	15 331
	English or French	7 997	66.1	4 103	33.9	12 100	12 100
	Grand total	160 506	72.2	61 741	27.8	222 247	223 173*

*Total population figure is not based on the same data source as other data; see Technical notes, Data sources, p. 52.

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category, language requirements of position and/or language group.

-For language group, percentage is based on the total of employees whose first official language is known.

15

The Management Category, sex and language group

Number and percentage of employees in the Management Category, by department, sex and language group, 1985

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	171	27	4	2	198	97.1	6	2.9	175	85.8	29	14.2	204
Canada Labour Relations Board	7	0	0	0	7	100.0	0	0.0	7	100.0	0	0.0	7
Canadian Aviation Safety Board	6	0	0	0	6	100.0	0	0.0	6	100.0	0	0.0	6
Canadian Grain Commission	6	0	0	0	6	100.0	0	0.0	6	100.0	0	0.0	6
Canadian Human Rights Commission	3	0	3	0	3	50.0	3	50.0	6	100.0	0	0.0	6
Canadian International Development Agency	72	36	5	4	108	92.3	9	7.7	77	65.8	40	34.2	117
Canadian Pension Commission	2	1	1	0	3	75.0	1	25.0	3	75.0	1	25.0	4
Canadian Radio-television and Telecommunications Commission	16	8	2	0	24	92.3	2	7.7	18	69.2	8	30.8	26
Canadian Transport Commission	29	4	0	0	33	100.0	0	0.0	29	87.9	4	12.1	33
Communications	64	26	8	4	90	88.2	12	11.8	72	70.6	30	29.4	102
Consumer and Corporate Affairs	57	13	5	4	70	88.6	9	11.4	62	78.5	17	21.5	79
Correctional Service of Canada	51	16	4	2	67	91.8	6	8.2	55	75.3	18	24.7	73
Employment and Immigration	130	61	18	3	191	90.1	21	9.9	148	69.8	64	30.2	212
Energy, Mines and Resources	152	19	8	0	171	95.5	8	4.5	160	89.4	19	10.6	179
Environment	196	38	10	2	234	95.1	12	4.9	206	83.7	40	16.3	246
External Affairs	335	91	12	4	426	96.4	16	3.6	347	78.5	95	21.5	442
Federal Court	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Federal-Provincial Relations Office	11	10	2	2	21	84.0	4	16.0	13	52.0	12	48.0	25
Finance	65	13	5	1	78	92.9	6	7.1	70	83.3	14	16.7	84
Fisheries and Oceans	121	18	4	1	139	96.5	5	3.5	125	86.8	19	13.2	144
Immigration Appeal Board	1	0	1	0	1	50.0	1	50.0	2	100.0	0	0.0	2
Indian Affairs and Northern Development	124	23	9	3	147	92.5	12	7.5	133	83.6	26	16.4	159
Insurance	10	1	0	0	11	100.0	0	0.0	10	90.9	1	9.1	11
International Joint Commission	3	0	0	0	3	100.0	0	0.0	3	100.0	0	0.0	3
Investment Canada	11	1	2	0	12	85.7	2	14.3	13	92.9	1	7.1	14
Justice	8	5	1	1	13	86.7	2	13.3	9	60.0	6	40.0	15
Labour	24	7	8	0	31	79.5	8	20.5	32	82.1	7	17.9	39
National Defence (civilian)	120	18	1	0	138	99.3	1	0.7	121	87.1	18	12.9	139
National Energy Board	22	0	1	0	22	95.7	1	4.3	23	100.0	0	0	23
National Health and Welfare	108	21	14	5	129	87.2	19	12.8	122	82.4	26	17.6	148
National Library of Canada	3	0	4	1	3	37.5	5	62.5	7	87.5	1	12.5	8
National Museums of Canada	22	5	2	0	27	93.1	2	6.9	24	82.8	5	17.2	29
National Parole Board	6	1	0	0	7	100.0	0	0.0	6	85.7	1	14.3	7
National Revenue (Customs and Excise)	86	18	5	1	104	94.5	6	5.5	91	82.7	19	17.3	110
National Revenue (Taxation)	86	27	7	0	113	94.2	7	5.8	93	77.5	27	22.5	120
Office of the Chief Electoral Officer	0	3	0	0	3	100.0	0	0.0	0	0.0	3	100.0	3
Office of the Commissioner for Federal Judicial Affairs	0	1	0	0	1	100.0	0	0.0	0	0.0	1	100.0	1
Office of the Commissioner of Official Languages	3	9	1	2	12	80.0	3	20.0	4	26.7	11	73.3	15
Office of the Coordinator, Status of Women	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Office of the Secretary to the Governor General	2	2	0	0	4	100.0	0	0.0	2	50.0	2	50.0	4
Office of the Grain Transportation Agency Administrator	3	0	0	0	3	100.0	0	0.0	3	100.0	0	0.0	3
Offices of the Information and Privacy Commissioners	4	0	0	0	4	100.0	0	0.0	4	100.0	0	0.0	4
Privy Council Office	34	9	17	3	43	68.3	20	31.7	51	81.0	12	19.0	63

Table 15—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Public Archives of Canada	13	4	1	0	17	94.4	1	5.6	14	77.8	4	22.2	18
Public Service Commission	34	21	8	8	55	77.5	16	22.5	42	59.2	29	40.8	71
Public Service Staff Relations Board	7	4	0	0	11	100.0	0	0.0	7	63.6	4	36.4	11
Public Works	96	23	2	1	119	97.5	3	2.5	98	80.3	24	19.7	122
Regional Industrial Expansion	213	61	16	3	274	93.5	19	6.5	229	78.2	64	21.8	293
Royal Canadian Mounted Police (Public Service employees)	0	1	0	0	1	100.0	0	0.0	0	0.0	1	100.0	1
Science and Technology	21	6	4	0	27	87.1	4	12.9	25	80.6	6	19.4	31
Secretary of State of Canada	24	23	6	4	47	82.5	10	17.5	30	52.6	27	47.4	57
Solicitor General	23	5	2	0	28	93.3	2	6.7	25	83.3	5	16.7	30
Statistics Canada	58	18	8	2	76	88.4	10	11.6	66	76.7	20	23.3	86
Supply and Services	162	45	8	2	207	95.4	10	4.6	170	78.3	47	21.7	217
Supreme Court	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Tariff Board	1	1	0	0	2	100.0	0	0.0	1	50.0	1	50.0	2
Transport	226	38	10	0	264	96.4	10	3.6	236	86.1	38	13.9	274
Treasury Board (Office of the Comptroller General)	52	5	5	3	57	87.7	8	12.3	57	87.7	8	12.3	65
Treasury Board (Secretariat)	112	25	27	8	137	79.7	35	20.3	139	80.8	33	19.2	172
Veterans Affairs	24	4	3	1	28	87.5	4	12.5	27	84.4	5	15.6	32
Total	3 242	816	265	77	4 058	92.2	342	7.8	3 507	79.7	893	20.3	4 400

16

The Scientific and Professional Category, sex and language group

Number and percentage of employees in the Scientific and Professional Category, by department, sex and language group, 1985

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	1 940	424	236	84	2 376	88.1	321	11.9	2 176	81.1	508	18.9	2 697
Bureau of Pensions Advocates	23	5	10	2	28	70.0	12	30.0	33	82.5	7	17.5	40
Canada Labour Relations Board	1	1	2	1	2	40.0	3	60.0	3	60.0	2	40.0	5
Canadian Aviation Safety Board	8	1	1	3	9	69.2	4	30.8	9	69.2	4	30.8	13
Canadian Grain Commission	28	0	7	0	28	80.0	7	20.0	35	100.0	0	0.0	35
Canadian Human Rights Commission	3	1	2	0	4	66.7	2	33.3	5	83.3	1	16.7	6
Canadian International Development Agency	42	28	3	2	70	93.3	5	6.7	45	60.0	30	40.0	75
Canadian Pension Commission	26	4	4	0	30	88.2	4	11.8	30	88.2	4	11.8	34
Canadian Radio-television and Telecommunications Commission	23	6	4	0	29	87.9	4	12.1	27	81.8	6	18.2	33
Canadian Transport Commission	111	30	16	9	141	84.9	25	15.1	127	76.5	39	23.5	166
Communications	266	63	14	5	330	94.6	19	5.4	280	80.5	68	19.5	349
Consumer and Corporate Affairs	157	38	26	10	195	84.4	36	15.6	183	79.2	48	20.8	231
Correctional Service of Canada	271	133	298	74	409	52.3	373	47.7	569	73.3	207	26.7	782
Employment and Immigration	130	51	45	13	181	75.4	59	24.6	175	73.2	64	26.8	240
Energy, Mines and Resources	1 088	183	145	36	1 271	87.5	181	12.5	1 233	84.9	219	15.1	1 452
Environment	1 457	318	158	60	1 775	89.0	219	11.0	1 615	81.0	378	19.0	1 994
External Affairs	30	6	14	1	37	71.2	15	28.8	44	86.3	7	13.7	52
Federal Court	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Federal-Provincial Relations Office	2	0	1	0	2	66.7	1	33.3	3	100.0	0	0.0	3
Finance	159	39	34	10	198	81.8	44	18.2	193	79.8	49	20.2	242
Fisheries and Oceans	843	104	98	16	952	89.1	116	10.9	941	88.7	120	11.3	1 060
Immigration Appeal Board	0	1	2	0	1	33.3	2	66.7	2	66.7	1	33.3	3
Indian Affairs and Northern Development	791	76	672	61	880	53.9	752	46.1	1 463	91.4	137	8.6	1 632
Insurance	9	10	2	0	19	90.5	2	9.5	11	52.4	10	47.6	21
International Joint Commission	3	0	0	0	8	88.9	1	11.1	3	100.0	0	0.0	9
Investment Canada	5	0	1	0	5	83.3	1	16.7	6	100.0	0	0.0	6
Justice	345	129	159	54	474	69.0	213	31.0	504	73.4	183	26.6	687
Labour	33	6	7	3	39	79.6	10	20.4	40	81.6	9	18.4	49
Law Reform Commission of Canada	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
National Defence (civilian)	1 046	353	211	128	1 408	80.4	343	19.6	1 257	72.3	481	27.7	1 751
National Energy Board	95	17	14	4	114	86.4	18	13.6	109	83.8	21	16.2	132
National Health and Welfare	727	160	941	148	896	44.1	1 135	55.9	1 668	84.4	308	15.6	2 031
National Library of Canada	49	18	106	21	67	34.5	127	65.5	155	79.9	39	20.1	194
National Museums of Canada	59	11	33	3	70	66.0	36	34.0	92	86.8	14	13.2	106
National Parole Board	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
National Revenue (Customs and Excise)	393	107	47	16	500	88.8	63	11.2	440	78.2	123	21.8	563
National Revenue (Taxation)	1 714	531	191	46	2 245	90.4	238	9.6	1 905	76.8	577	23.2	2 483
Office of the Chief Electoral Officer	0	0	0	1	0	0.0	1	100.0	0	0.0	1	100.0	1
Office of the Commissioner for Federal Judicial Affairs	1	1	1	2	2	40.0	3	60.0	2	40.0	3	60.0	5
Office of the Commissioner of Official Languages	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Office of the Coordinator, Status of Women	0	0	4	0	0	0.0	4	100.0	4	100.0	0	0.0	4
Office of the Grain Transportation Agency Administrator	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Offices of the Information and Privacy Commissioners	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2

Table 16—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Pension Review Board	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Privy Council Office	3	0	1	0	3	75.0	1	25.0	4	100.0	0	0.0	4
Public Archives of Canada	52	21	33	9	73	62.9	43	37.1	85	73.9	30	26.1	116
Public Service Commission	82	215	94	297	304	42.3	415	57.7	176	25.6	512	74.4	719
Public Service Staff Relations Board	1	0	1	2	1	25.0	3	75.0	2	50.0	2	50.0	4
Public Works	465	100	21	8	565	95.1	29	4.9	486	81.8	108	18.2	594
Regional Industrial Expansion	58	25	13	6	83	81.4	19	18.6	71	69.1	31	30.9	102
Restrictive Trade Practices Commission	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Royal Canadian Mounted Police	15	4	12	2	19	57.6	14	42.4	27	81.8	6	18.2	33
Science and Technology	3	0	4	0	3	42.9	4	57.1	7	100.0	0	0.0	7
Secretary of State of Canada	9	12	6	9	21	58.3	15	41.7	15	41.7	21	58.3	36
Solicitor General	20	2	19	2	22	51.2	21	48.8	39	90.7	4	9.3	43
Statistics Canada	445	158	162	57	603	73.4	219	26.6	607	73.8	215	26.2	822
Supply and Services	133	52	15	5	185	90.2	20	9.8	148	72.2	57	27.8	205
Supreme Court	0	3	3	2	3	37.5	5	62.5	3	37.5	5	62.5	8
Tariff Board	9	1	0	0	10	100.0	0	0.0	9	90.0	1	10.0	10
Tax Court Canada	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Transport	642	142	52	30	785	90.5	82	9.5	694	80.1	172	19.9	867
Treasury Board (Office of the Comptroller General)	4	1	0	0	5	100.0	0	0.0	4	80.0	1	20.0	5
Treasury Board (Secretariat)	29	4	4	1	33	86.8	5	13.2	33	86.8	5	13.2	38
Veterans Affairs	64	42	107	187	106	26.4	296	73.6	171	42.7	229	57.2	402
War Veterans Allowance Board	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Total	13 918	3 637	4 061	1 430	17 625	75.9	5 595	24.1	17 979	78.0	5 067	22.0	23 220

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

For language group, percentage is based on the total of employees whose first official language is known.

The Administrative and Foreign Service Category, sex and language group

Number and percentage of employees in the Administrative and Foreign Service Category, by department, sex and language group, 1985

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	597	183	286	95	782	67.2	381	32.8	883	76.1	278	23.9	1 163
Bureau of Pensions Advocates	4	3	12	4	7	30.4	16	69.6	16	69.6	7	30.4	23
Canada Labour Relations Board	9	6	3	9	15	55.6	12	44.4	12	44.4	15	55.6	27
Canadian Aviation Safety Board	6	2	12	5	8	32.0	17	68.0	18	72.0	7	28.0	25
Canadian Grain Commission	22	1	11	2	25	65.8	13	34.2	33	91.7	3	8.3	38
Canadian Human Rights Commission	29	11	35	13	40	45.5	48	54.5	64	72.7	24	27.3	88
Canadian Intergovernmental Conference Secretariat	2	4	1	3	6	60.0	4	40.0	3	30.0	7	70.0	10
Canadian International Development Agency	184	176	96	109	360	63.7	205	36.3	280	49.6	285	50.4	565
Canadian Pension Commission	29	8	25	4	38	56.7	29	43.3	54	81.8	12	18.2	67
Canadian Radio-television and Telecommunications Commission	70	55	33	48	126	60.9	81	39.1	103	50.0	103	50.0	207
Canadian Transport Commission	99	51	54	30	150	64.1	84	35.9	153	65.4	81	34.6	234
Communications	197	102	123	105	299	56.6	229	43.4	320	60.7	207	39.3	528
Consumer and Corporate Affairs	280	142	135	104	422	63.8	239	36.2	415	62.8	246	37.2	661
Correctional Service of Canada	1 059	466	367	194	1 525	73.1	562	26.9	1 426	68.4	660	31.6	2 087
Employment and Immigration	4 543	2 413	3 729	1 524	6 963	57.0	5 256	43.0	8 272	67.8	3 937	32.2	12 219
Energy, Mines and Resources	403	128	233	102	531	61.3	335	38.7	636	73.4	230	26.6	866
Environment	655	222	324	154	877	64.7	478	35.3	979	72.3	376	27.7	1 355
External Affairs	965	341	269	93	1 306	78.3	362	21.7	1 234	74.0	434	26.0	1 668
Federal Court	23	15	13	14	38	58.5	27	41.5	36	55.4	29	44.6	65
Federal-Provincial Relations Office	4	1	4	1	5	50.0	5	50.0	8	80.0	2	20.0	10
Finance	93	35	70	42	129	53.5	112	46.5	163	67.9	77	32.1	241
Fisheries and Oceans	474	132	199	73	606	69.0	272	31.0	673	76.7	205	23.3	878
Immigration Appeal Board	8	4	4	3	12	63.2	7	36.8	12	63.2	7	36.8	19
Indian Affairs and Northern Development	840	198	557	119	1 041	60.5	679	39.5	1 397	81.5	317	18.5	1 720
Insurance	75	23	24	8	98	75.4	32	24.6	99	76.2	31	23.8	130
International Joint Commission	2	0	1	0	3	75.0	1	25.0	3	100.0	0	0.0	4
Investment Canada	27	9	14	5	36	65.5	19	34.5	41	74.5	14	25.5	55
Justice	24	17	32	21	41	43.6	53	56.4	56	59.6	38	40.4	94
Labour	171	65	91	24	236	67.2	115	32.8	262	74.6	89	25.4	351
Law Reform Commission of Canada	0	1	2	3	1	16.7	5	83.3	2	33.3	4	66.7	6
National Defence (civilian)	1 255	307	368	127	1 563	75.9	496	24.1	1 623	78.9	434	21.1	2 059
National Energy Board	66	12	28	8	78	68.4	36	31.6	94	82.5	20	17.5	114
National Health and Welfare	645	252	671	250	905	49.4	927	50.6	1 316	72.4	502	27.6	1 832
National Library of Canada	17	9	15	10	26	51.0	25	49.0	32	62.7	19	37.3	51
National Museums of Canada	62	44	96	45	106	42.9	141	57.1	158	64.0	89	36.0	247
National Parole Board	27	12	26	21	39	45.3	47	54.7	53	61.6	33	38.4	86
National Revenue (Customs and Excise)	3 144	1 191	1 299	327	4 337	72.7	1 630	27.3	4 443	74.5	1 518	25.5	5 967
National Revenue (Taxation)	3 493	1 127	2 120	622	4 622	62.8	2 743	37.2	5 613	76.2	1 749	23.8	7 365
Office of the Chief Electoral Officer	1	6	5	3	7	46.7	8	53.3	6	40.0	9	60.0	15
Office of the Commissioner for Federal Judicial Affairs	0	2	0	2	2	50.0	2	50.0	0	0.0	4	100.0	4
Office of the Commissioner of Official Languages	9	30	14	23	39	51.3	37	48.7	23	30.3	53	69.7	76
Office of the Coordinator, Status of Women	0	0	11	7	0	0.0	18	100.0	11	61.1	7	38.9	18

Table 17—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Office of the Grain Transportation Agency Administrator	6	0	2	0	6	75.0	2	25.0	8	100.0	0	0.0	8
Office of the Secretary to the Governor General	0	5	2	6	5	31.3	11	68.8	2	15.4	11	84.6	16
Offices of the Information and Privacy Commissioners	12	8	4	2	20	76.9	6	23.1	16	61.5	10	38.6	26
Pension Review Board	0	1	0	1	1	50.0	1	50.0	0	0.0	2	100.0	2
Privy Council Office	20	21	22	20	41	49.4	42	50.6	42	50.6	41	49.4	83
Public Archives of Canada	78	36	27	20	114	70.8	47	29.2	105	65.2	56	34.8	161
Public Service Commission	256	210	209	223	467	51.9	432	48.1	465	51.8	433	48.2	899
Public Service Staff Relations Board	6	9	6	6	15	55.6	12	44.4	12	44.4	15	55.6	27
Public Works	826	270	300	91	1 099	73.7	392	26.3	1 126	75.7	361	24.3	1 491
Regional Industrial Expansion	777	250	257	142	1 027	72.0	399	28.0	1 033	72.4	392	27.6	1 426
Restrictive Trade Practices Commission	1	1	0	3	2	40.0	3	60.0	1	20.0	4	80.0	5
Royal Canadian Mounted Police (Public Service employees)	90	23	79	39	114	49.1	118	50.9	169	73.2	62	26.8	232
Science and Technology	8	3	7	7	11	42.3	15	57.7	15	60.0	10	40.0	26
Secretary of State of Canada	260	606	317	708	866	45.8	1 025	54.2	577	30.5	1 314	69.5	1 891
Solicitor General	48	9	45	17	61	49.2	63	50.8	93	78.2	26	21.8	124
Statistics Canada	357	178	203	119	536	62.1	327	37.9	560	65.3	297	34.7	863
Supply and Services	1666	650	747	405	2317	66.8	1152	33.2	2413	69.6	1055	30.4	3 469
Supreme Court	2	2	1	3	4	50.0	4	50.0	3	37.5	5	62.5	8
Tariff Board	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Tax Court of Canada	3	5	6	1	8	53.3	7	46.7	9	60.0	6	40.0	15
Transport	1 318	434	644	243	1 755	66.4	887	33.6	1 962	74.3	677	25.7	2 642
Treasury Board (Office of the Comptroller General)	22	6	15	7	28	56.0	22	44.0	37	74.0	13	26.0	50
Treasury Board (Secretariat)	145	67	98	46	212	59.6	144	40.4	243	68.3	113	31.7	356
Veterans Affairs	406	109	265	54	517	61.8	319	38.2	671	80.5	163	19.5	836
Veterans' Land Administration	45	7	14	1	52	77.6	15	22.4	59	88.1	8	11.9	67
War Veterans Allowance Board	7	1	5	3	8	50.0	8	50.0	12	75.0	4	25.0	16
Total	25 973	10 717	14 687	6 523	36 737	63.4	21 241	36.6	40 660	70.2	17 240	29.8	57 978

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

For language group, percentage is based on the total of employees whose first official language is known.

18

The Technical Category, sex and language group

Number and percentage of employees in the Technical Category, by department, sex and language group, 1985

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	2 310	735	538	117	3 055	82.2	660	17.8	2 848	77.0	852	23.0	3 715
Canadian Aviation Safety Board	52	15	4	1	69	93.2	5	6.8	56	77.8	16	22.2	74
Canadian Grain Commission	297	19	51	1	318	85.7	53	14.3	348	94.6	20	5.4	371
Canadian Human Rights Commission	0	0	0	1	0	0.0	1	100.0	0	0.0	1	100.0	1
Canadian International Development Agency	3	7	1	7	10	55.6	8	44.4	4	22.2	14	77.8	18
Canadian Radio-television and Telecommunications Commission	2	3	3	1	5	55.6	4	44.4	5	55.6	4	44.4	9
Canadian Transport Commission	68	15	12	3	83	84.7	15	15.3	80	81.6	18	18.4	98
Communications	436	118	27	7	554	94.2	34	5.8	463	78.7	125	21.3	588
Consumer and Corporate Affairs	378	140	38	12	518	91.2	50	8.8	416	73.2	152	26.8	568
Correctional Service of Canada	36	17	10	4	54	78.3	15	21.7	46	68.7	21	31.3	69
Employment and Immigration	17	20	24	5	37	55.2	30	44.8	41	62.1	25	37.9	67
Energy, Mines and Resources	669	217	145	30	886	83.5	175	16.5	814	76.7	247	23.3	1 061
Environment	1 780	346	235	58	2 131	87.9	294	12.1	2 015	83.3	404	16.7	2 425
External Affairs	115	16	22	7	131	81.9	29	18.1	137	85.6	23	14.4	160
Federal Court	2	2	3	0	4	57.1	3	42.9	5	71.4	2	28.6	7
Finance	15	12	12	5	27	61.4	17	38.6	27	61.4	17	38.6	44
Fisheries and Oceans	1 627	189	170	32	1 816	90.0	202	10.0	1 797	89.0	221	11.0	2 018
Immigration Appeal Board	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
Indian Affairs and Northern Development	224	37	81	10	263	74.1	92	25.9	305	86.6	47	13.4	355
Insurance	0	0	1	1	0	0.0	2	100.0	1	50.0	1	50.0	2
International Joint Commission	1	0	1	0	2	66.7	1	33.3	2	100.0	0	0.0	3
Investment Canada	0	0	4	0	0	0.0	4	100.0	4	100.0	0	0.0	4
Justice	7	5	43	15	12	17.1	58	82.9	50	71.4	20	28.6	70
Labour	18	5	10	5	23	60.5	15	39.5	28	73.7	10	26.3	38
National Defence (civilian)	2 161	593	130	33	2 757	94.3	166	5.7	2 291	78.5	626	21.5	2 923
National Energy Board	14	2	7	2	16	64.0	9	36.0	21	84.0	4	16.0	25
National Health and Welfare	320	81	258	53	410	56.3	318	43.7	578	81.2	134	18.8	728
National Library of Canada	7	4	25	22	11	19.0	47	81.0	32	55.2	26	44.8	58
National Museums of Canada	165	30	80	16	195	67.0	96	33.0	245	84.2	46	15.8	291
National Parole Board	2	0	2	0	2	50.0	2	50.0	4	100.0	0	0.0	4
National Revenue (Customs and Excise)	2	8	4	3	10	58.8	7	41.2	6	35.3	11	64.7	17
National Revenue (Taxation)	128	45	24	4	173	86.1	28	13.9	152	75.6	49	24.4	201
Office of the Chief Electoral Officer	1	4	0	1	5	83.3	1	16.7	1	16.7	5	83.3	6
Office of the Commissioner for Federal Judicial Affairs	0	0	0	1	0	0.0	1	100.0	0	0.0	1	100.0	1
Office of the Commissioner of Official Languages	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Office of the Secretary to the Governor General	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
Offices of the Information and Privacy Commissioners	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Privy Council Office	2	2	1	1	4	66.7	2	33.3	3	50.0	3	50.0	6
Public Archives of Canada	56	24	31	19	80	61.5	50	38.5	87	66.9	43	33.1	130
Public Service Commission	16	18	13	6	34	64.2	19	35.8	29	54.7	24	45.3	53
Public Service Staff Relations Board	1	2	0	1	3	75.0	1	25.0	1	25.0	3	75.0	4
Public Works	804	220	59	10	1 025	93.7	69	6.3	863	79.0	230	21.0	1 094
Regional Industrial Expansion	31	17	19	5	48	66.7	24	33.3	50	69.4	22	30.6	72
Royal Canadian Mounted Police (Public Service employees)	43	7	22	7	50	63.3	29	36.7	65	82.3	14	17.7	79

Table 18—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Secretary of State of Canada	4	9	11	27	13	25.5	38	74.5	15	29.4	36	70.6	51
Solicitor General	1	0	4	3	1	12.5	7	87.5	5	62.5	3	37.5	8
Statistics Canada	265	177	239	112	443	55.8	351	44.2	504	63.6	289	36.4	794
Supply and Services	83	39	18	13	122	79.7	31	20.3	101	66.0	52	34.0	153
Supreme Court	0	2	1	3	2	33.3	4	66.7	1	16.7	5	83.3	6
Tariff Board	2	1	3	0	3	50.0	3	50.0	5	83.3	1	16.7	6
Tax Court of Canada	0	1	0	0	1	100.0	0	0.0	0	0.0	1	100.0	1
Transport	6 562	1 611	356	109	8 187	94.6	466	5.4	6 918	80.1	1 720	19.9	8 633
Treasury Board (Secretariat)	7	1	1	4	8	61.5	5	38.5	8	61.5	5	38.5	13
Veterans Affairs	6	7	9	12	13	38.2	21	61.8	15	44.1	19	55.9	34
War Veterans Allowance Board	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
Total	18 746	4 823	2 754	789	23 620	86.9	3 564	13.1	21 500	79.3	5 612	20.7	27 184

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

For language group, percentage is based on the total of employees whose first official language is known.

19

The Administrative Support Category, sex and language group

Number and percentage of employees in the Administrative Support Category, by department, sex and language group, 1985

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	153	82	1 245	414	235	12.3	1 670	87.7	1 398	73.8	496	26.2	1 905
Bureau of Pensions Advocates	3	0	45	13	3	4.9	58	95.1	48	78.7	13	21.3	61
Canada Labour Relations Board	0	7	11	27	7	15.6	38	84.4	11	24.4	34	75.6	45
Canadian Aviation Safety Board	1	2	19	10	3	9.4	29	90.6	20	62.5	12	37.5	32
Canadian Grain Commission	17	2	84	7	19	17.1	92	82.9	101	91.8	9	8.2	111
Canadian Human Rights Commission	4	3	21	23	7	13.7	44	86.3	25	49.0	26	51.0	51
Canadian Intergovernmental Conference Secretariat	1	3	0	6	4	40.0	6	60.0	1	10.0	9	90.0	10
Canadian International Development Agency	22	30	103	230	52	13.5	333	86.5	125	32.5	260	67.5	385
Canadian Pension Commission	22	9	152	29	31	14.6	181	85.4	174	82.1	38	17.9	212
Canadian Radio-television and Telecommunications Commission	4	13	35	67	17	14.3	102	85.7	39	32.8	80	67.2	119
Canadian Transport Commission	16	22	111	91	38	15.8	202	84.2	127	52.9	113	47.1	240
Communications	50	30	300	226	80	13.2	527	86.8	350	57.8	256	42.2	607
Consumer and Corporate Affairs	63	71	334	345	135	16.6	679	83.4	397	48.8	416	51.2	814
Correctional Service of Canada	89	50	922	511	139	8.8	1 433	91.2	1 011	64.3	561	35.7	1 572
Employment and Immigration	1 040	814	6 277	3 440	1 870	16.1	9 781	83.9	7 317	63.2	4 254	36.8	11 651
Energy Mines and Resources	137	83	635	316	220	18.8	951	81.2	772	65.9	399	34.1	1 171
Environment	188	96	974	389	285	17.2	1 371	82.8	1 162	70.6	485	29.4	1 656
External Affairs	388	172	872	462	562	29.6	1 339	70.4	1 260	66.5	634	33.5	1 901
Federal Court	10	10	30	41	20	22.0	71	78.0	40	44.0	51	56.0	91
Federal-Provincial Relations Office	1	0	3	12	1	6.3	15	93.8	4	25.0	12	75.0	16
Finance	20	17	105	116	37	14.3	221	85.7	125	48.4	133	51.6	258
Fisheries and Oceans	86	31	702	233	117	11.1	939	88.9	788	74.9	264	25.1	1 056
Immigration Appeal Board	6	3	21	12	9	21.4	33	78.6	27	64.3	15	35.7	42
Indian Affairs and Northern Development	102	44	978	240	148	10.8	1 228	89.2	1 080	79.2	284	20.8	1 376
Insurance	8	1	34	13	9	16.1	47	83.9	42	75.0	14	25.0	56
International Joint Commission	2	0	4	1	3	16.7	15	83.3	6	85.7	1	14.3	18
Investment Canada	4	1	27	9	5	11.6	38	88.4	31	75.6	10	24.4	43
Justice	22	18	278	181	41	8.2	461	91.8	300	60.1	199	39.9	502
Labour	27	11	155	114	38	12.4	269	87.6	182	59.3	125	40.7	307
Law Reform Commission of Canada	3	3	6	18	6	20.0	24	80.0	9	30.0	21	70.0	30
National Defence (civilian)	1 169	363	5 582	1 497	1 532	17.7	7 103	82.3	6 751	78.4	1 860	21.6	8 635
National Energy Board	9	7	62	37	16	13.9	99	86.1	71	61.7	44	38.3	115
National Health and Welfare	437	232	2 390	817	682	17.1	3 304	82.9	2 827	72.9	1 049	27.1	3 986
National Library of Canada	31	16	81	96	47	21.0	177	79.0	112	50.0	112	50.0	224
National Museums of Canada	19	7	90	89	26	12.7	179	87.3	109	53.2	96	46.8	205
National Parole Board	14	9	78	63	23	13.9	142	86.1	92	56.1	72	43.9	165
National Revenue (Customs and Excise)	396	158	1 787	719	555	18.1	2 509	81.9	2 183	71.3	877	28.7	3 064
National Revenue (Taxation)	921	416	3 712	1 672	1 342	19.9	5 396	80.1	4 633	68.9	2 088	31.1	6 738
Office of the Chief Electoral Officer	3	8	1	14	11	42.3	15	57.7	4	15.4	22	84.6	26
Office of the Commissioner for Federal Judicial Affairs	4	2	4	10	6	30.0	14	70.0	8	40.0	12	60.0	20
Office of the Commissioner of Official Languages	2	9	5	29	11	24.4	34	75.6	7	15.6	38	84.4	45
Office of the Coordinator, Status of Women	0	0	3	9	0	0.0	12	100.0	3	25.0	9	75.0	12

Table 19—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Office of the Grain Transportation Agency Administrator	1	0	9	0	1	10.0	9	90.0	10	100.0	0	0.0	10
Office of the Secretary to the Governor General	3	1	10	26	5	11.9	37	88.1	13	32.5	27	67.5	42
Offices of the Information and Privacy Commissioners	0	2	6	6	2	14.3	12	85.7	6	42.9	8	57.1	14
Pension Review Board	2	2	8	7	4	21.1	15	78.9	10	52.6	9	47.4	19
Privy Council Office	19	33	64	77	52	26.9	141	73.1	83	43.0	110	57.0	193
Public Archives of Canada	103	45	91	117	148	41.6	208	58.4	194	54.5	162	45.5	356
Public Service Commission	36	65	209	435	101	13.6	644	86.4	245	32.9	500	67.1	745
Public Service Staff Relations Board	3	6	15	19	9	20.9	34	79.1	18	41.9	25	58.1	43
Public Works	190	72	792	287	263	19.5	1 083	80.5	982	73.2	359	26.8	1 346
Regional Industrial Expansion	47	61	533	316	108	11.3	850	88.7	580	60.6	377	39.4	958
Restrictive Trade Practices Commission	3	0	2	2	3	42.9	4	57.1	5	71.4	2	28.6	7
Royal Canadian Mounted Police (Public Service employees)	111	69	2 004	458	181	6.8	2 464	93.2	2 112	80.0	527	20.0	2 645
Science and Technology	2	2	9	19	4	12.1	29	87.9	11	34.4	21	65.6	33
Secretary of State of Canada	41	56	273	638	97	9.6	911	90.4	314	31.2	694	68.8	1 008
Solicitor General	13	3	43	39	16	16.2	83	83.8	56	57.1	42	42.9	99
Statistics Canada	286	189	873	626	479	24.0	1 514	76.0	1 159	58.7	815	41.3	1 993
Supply and Services	627	480	2 018	1 442	1 126	24.3	3 509	75.7	2 645	57.9	1 922	42.1	4 635
Supreme Court	4	3	12	13	7	21.9	25	78.1	16	50.0	16	50.0	32
Tariff Board	1	1	6	4	2	16.7	10	83.3	7	58.3	5	41.7	12
Tax Court of Canada	4	2	14	19	6	15.4	33	84.6	18	46.2	21	53.8	39
Transport	356	170	1 855	805	529	16.5	2 668	83.5	2 211	69.4	975	30.6	3 197
Treasury Board (Office of the Comptroller General)	3	1	13	14	4	12.9	27	87.1	16	51.6	15	48.4	31
Treasury Board (Secretariat)	19	13	73	99	32	15.7	172	84.3	92	45.1	112	54.9	204
Veterans Affairs	167	71	654	208	238	21.6	866	78.4	821	74.6	279	25.4	1 104
Veterans' Land Administration	17	2	67	5	19	20.9	72	79.1	84	92.3	7	7.7	91
War Veterans Allowance Board	2	1	0	5	3	37.5	5	62.5	2	25.0	6	75.0	8
Total	7 554	4 205	37 928	18 334	11 831	17.3	56 606	82.7	45 482	66.9	22 539	33.1	68 437

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

For language group, percentage is based on the total of employees whose first official language is known

20

The Operational Category, sex and language group

Number and percentage of employees in the Operational Category, by department, sex and language group, 1985

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	1 092	282	89	14	1 381	92.8	106	7.1	1 181	80.0	296	20.0	1 488
Canadian Grain Commission	153	11	10	1	164	93.7	11	6.3	163	93.1	12	6.9	175
Canadian International Development Agency	1	1	0	0	2	100.0	0	0.0	1	50.0	1	50.0	2
Communications	48	13	0	0	61	100.0	0	0.0	48	78.7	13	21.3	61
Consumer and Corporate Affairs	23	14	0	1	37	97.4	1	2.6	23	60.5	15	39.5	38
Correctional Service of Canada	3 599	1 894	501	133	5 497	89.6	640	10.4	4 100	66.9	2 027	33.1	6 137
Employment and Immigration	36	24	4	2	61	91.0	6	9.0	40	60.6	26	39.4	67
Energy Mines and Resources	159	78	1	3	237	98.3	4	1.7	160	66.4	81	33.6	241
Environment	1 161	179	123	9	1 348	91.0	134	9.0	1 284	87.2	188	12.8	1 482
External Affairs	84	67	2	2	151	97.4	4	2.6	86	55.5	69	44.5	155
Federal Court	1	8	0	2	9	81.8	2	18.2	1	9.1	10	90.9	11
Finance	4	4	0	0	8	100.0	0	0.0	4	50.0	4	50.0	8
Fisheries and Oceans	671	19	21	3	690	96.6	24	3.4	692	96.9	22	3.1	714
Indian Affairs and Northern Development	150	11	52	0	171	75.7	55	24.3	202	94.8	11	5.2	226
Investment Canada	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Justice	3	2	0	0	5	100.0	0	0.0	3	60.0	2	40.0	5
Labour	1	1	0	0	2	100.0	0	0.0	1	50.0	1	50.0	2
National Defence (civilian)	12 694	2 848	2 232	445	15 609	85.2	2 707	14.8	14 926	81.9	3 293	18.1	18 316
National Energy Board	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
National Health and Welfare	262	67	343	16	357	48.2	384	51.8	605	87.9	83	12.1	741
National Library of Canada	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
National Museums of Canada	74	71	8	7	145	90.6	15	9.4	82	51.2	78	48.7	160
National Parole Board	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
National Revenue (Customs and Excise)	35	37	7	1	72	90.0	8	10.0	42	52.5	38	47.5	80
National Revenue (Taxation)	135	62	7	4	197	94.3	12	5.7	142	68.3	66	31.7	209
Office of the Chief Electoral Officer	1	7	0	0	8	100.0	0	0.0	1	12.5	7	87.5	8
Office of the Secretary to the Governor General	8	19	7	4	27	71.1	11	28.9	15	39.5	23	60.5	38
Privy Council Office	3	6	1	0	12	66.7	6	33.3	4	40.0	6	60.0	18
Public Archives of Canada	15	14	0	0	29	100.0	0	0.0	15	51.7	14	48.3	29
Public Service Commission	9	15	0	0	25	100.0	0	0.0	9	37.5	15	62.5	25
Public Works	1 978	894	206	108	2 884	90.2	314	9.8	2 184	68.5	1 002	31.5	3 198
Regional Industrial Expansion	6	2	0	1	8	88.9	1	11.1	6	66.7	3	33.3	9
Restrictive Trade Practices Commission	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Royal Canadian Mounted Police	215	56	71	15	271	75.7	87	24.3	286	80.1	71	19.9	358
Science and Technology	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Secretary of State of Canada	0	4	0	0	4	100.0	0	0.0	0	0.0	4	100.0	4
Statistics Canada	22	20	1	0	44	97.8	1	2.2	23	53.5	20	46.5	45
Supply and Services	395	639	130	284	1 038	71.4	415	28.6	525	36.3	923	63.7	1 453
Supreme Court	4	8	0	0	12	100.0	0	0.0	4	33.3	8	66.7	12
Tax Court Canada	0	1	0	0	1	100.0	0	0.0	0	0.0	1	100.0	1
Transport	4 131	1 152	68	20	5 298	98.3	89	1.7	4 199	78.2	1 172	21.8	5 387
Veterans Affairs	78	470	90	255	554	61.3	350	38.7	168	18.8	725	81.2	904
Total	27 255	9 000	3 976	1 330	36 423	87.1	5 389	12.9	31 231	75.1	10 330	24.9	41 813

Note: The sums of the figures do not always equal the totals because in a number of cases the documents did not specify language group.

-For language group percentage is based on the total of employees whose first official language is known.

21

Appointments and type of employment

Number of appointments to and within the Public Service, by type of employment, 1984 and 1985

Type of employment	1984			1985		
	To the Public Service	Within the Public Service	Total	To the Public Service	Within the Public Service	Total
Indeterminate						
• Full-time	5 820	30 062	35 918	5 554	33 579	37 142
• Part-time	207	391	599	213	466	679
• Seasonal	504	365	869	364	363	727
Total	6 531	30 819	37 387	6 131	34 308	40 439
Specified period						
• Full-time	4 288	40 634	44 942	5 029	40 287	45 321
• Part-time	198	1 426	1 626	243	851	1 094
• Seasonal	6	19	25	3	11	14
Total	4 492	42 079	46 595	5 275	41 149	46 424
All types of employment						
• Full-time	10 110	70 710	80 876	10 583	73 866	84 446
• Part-time	405	1 817	2 225	456	1 317	1 773
• Seasonal	513	384	897	367	374	741
Grand total	11 028	72 913	84 002	11 406	75 557	86 963

Note:—The sums of the figures do not always equal the totals because in a number of cases, the documents did not specify type of employment and/or whether the appointment was to or within the Public Service.

22

Appointments to the Public Service, geographic area, sex and language group

Number and percentage of appointments to the Public Service, by geographic area, sex and language group, 1985

Geographic area	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Newfoundland	113	3	59	0	118	2.2	62	34.3	172	98.3	3	1.7	181
Prince Edward Island	52	2	51	13	54	0	66	55.0	103	87.3	15	12.7	120
Nova Scotia	466	54	225	19	534	3	249	31.4	691	90.4	73	9.6	794
New Brunswick	119	62	66	52	184	5	120	39.5	185	61.9	114	38.1	304
Quebec (Except NCR)	73	725	43	470	805	5	516	39.0	116	8.8	1 195	91.2	1 324
National Capital Region	935	332	892	551	1 274	5	1 450	53.0	1 827	67.4	883	32.6	2 734
Ontario (Except NCR)	917	54	894	65	994	3	974	49.3	1 811	93.8	119	6.2	1 975
Manitoba	315	13	278	30	341	5	315	47.9	594	93.2	43	6.8	658
Saskatchewan	207	2	302	9	211	0	314	59.6	510	97.9	11	2.1	527
Alberta	553	7	525	30	568	2	563	49.7	1 078	96.7	37	3.3	1 132
British Columbia	735	3	493	11	745	3	508	40.4	1 228	98.9	14	1.1	1 256
Yukon	51	0	48	0	56	4	53	48.6	99	100.0	0	0.0	109
Northwest Territories	128	1	120	1	131	0	123	48.4	248	99.2	2	0.8	254
Outside Canada	17	3	10	6	20	0	17	44.7	27	75.0	9	25.0	38
Total	4 681	1 261	4 006	1 257	6 035	52.9	5 330	46.7	8 689	77.5	2 518	22.5	11 406

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

—The sum of the grand total of appointments to the Public Service (Table 22) and the grand total of appointments within the Public Service (Table 23) does not concur with the grand total of appointments (85 983) because, in certain cases, it is not possible to determine whether the appointment was to or within the Public Service.

23

Appointments within the Public Service, geographic area, sex and language group
 Number and percentage of appointments within the Public Service, by job location, sex and language group, 1985

Geographic area	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Newfoundland	1 062	7	631	16	1 070	62.1	649	37.7	1 693	98.7	23	1.3	1 722
Prince Edward Island	299	30	477	65	329	37.4	543	61.8	776	89.1	95	10.9	879
Nova Scotia	2 348	77	1 539	71	2 426	59.8	1 610	39.7	3 904	96.3	148	3.7	4 058
New Brunswick	756	258	728	570	1 016	43.8	1 299	56.0	1 484	64.2	828	35.8	2 519
Quebec (Except NCR)	203	4 723	280	7 105	4 934	39.8	7 427	60.0	483	3.9	11 829	96.1	12 382
National Capital Region	6 381	3 130	9 097	6 853	9 521	37.3	15 969	62.6	15 479	60.8	9 983	39.2	25 509
Ontario (Except NCR)	3 973	207	6 099	444	4 235	39.0	6 575	60.5	10 072	93.9	651	6.1	10 861
Manitoba	1 227	51	2 269	110	1 282	34.9	2 383	64.9	3 496	95.6	161	4.4	3 671
Saskatchewan	507	6	921	22	515	35.2	944	64.6	1 428	98.1	28	1.9	1 461
Alberta	1 673	32	2 270	81	1 707	42.0	2 355	57.9	3 944	97.2	113	2.8	4 069
British Columbia	2 960	27	3 556	56	2 990	45.3	3 614	54.7	6 517	98.7	83	1.3	6 606
Yukon	118	5	180	1	123	40.5	181	59.5	298	98.0	6	2.0	304
Northwest Territories	172	18	220	8	190	45.2	230	54.8	392	93.8	26	6.2	420
Outside Canada	147	44	75	31	191	64.1	106	35.6	222	74.7	75	25.3	298
Total	21 826	8 615	28 342	15 435	30 529	40.9	43 887	58.9	50 188	67.6	24 051	32.4	74 561

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify geographic area, sex and/or language group.

For language group, percentage is based on the total of employees whose first official language is known.

The sum of the grand total of appointments to the Public Service (Table 22) and the grand total of appointments within the Public Service (Table 23) does not concur with the grand total of appointments (85 983) because, in certain cases, it is not possible to determine whether the appointment was to or within the Public Service.

24

Appointments and occupational categoryNumber and percentage of appointments *to* and *within* the Public Service, by category and type of appointment, 1984 and 1985

1984														
Appointments <i>within</i> the Public Service														
Type of appointment														
Occupational category	Appointments to the Public Service		Promotions		Lateral transfers or deployments		Re-appointments		Downward transfers		Demotions		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Management	58	0.5	668	3.5	500	3.0	0	0.0	8	0.4	0	0.0	1,234	1.5
Scientific and Professional	1,575	14.3	1,800	9.4	1,083	6.5	1,292	3.7	152	6.8	0	0.0	5,912	7.0
Administrative and Foreign Service	1,991	18.1	6,206	32.4	3,230	19.5	3,868	11.1	548	24.4	0	0.0	15,853	18.9
Technical	1,283	11.6	2,262	11.8	1,219	7.4	1,721	4.9	145	6.5	0	0.0	6,639	7.9
Administrative Support	3,377	30.6	5,975	31.2	7,770	47.0	22,743	65.1	971	43.3	2	66.7	40,854	48.6
Operational	2,714	24.6	2,261	11.8	2,735	16.5	5,329	15.2	420	18.7	1	33.3	13,475	16.0
Total	11,028	100.0	19,172	100.0	16,537	100.0	34,953	100.0	2,244	100.0	3	100.0	84,002	100.0
1985														
Management	52	0.5	579	3.1	477	2.6	0	0.0	12	0.5	0	0.0	1,120	1.3
Scientific and Professional	1,643	14.4	1,995	10.5	1,396	7.6	1,251	3.6	211	8.7	0	0.0	6,501	7.6
Administrative and Foreign Service	2,106	18.5	5,990	31.6	3,736	20.4	3,721	10.7	503	20.7	0	0.0	16,058	18.7
Technical	1,291	11.3	2,219	11.7	1,360	7.4	1,898	5.4	196	8.1	0	0.0	6,966	8.1
Administrative Support	3,534	31.0	6,046	31.9	8,739	47.7	23,262	66.8	1,041	42.9	1	50.0	42,625	49.6
Operational	2,736	24.0	2,149	11.3	2,611	14.3	4,697	13.5	465	19.2	1	50.0	12,645	14.7
Total	11,406	100.0	18,978	100.0	18,319	100.0	34,829	100.0	2,428	100.0	2	100.0	85,983	100.0

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category and/or type of appointment.

—Tables 25 to 29 present more detailed information on appointments *to* the Public Service and on the different types of appointments *within* the Public Service (except demotions, of which there were only 3 in 1984 and 2 in 1985).

25

Appointments *to* the Public Service, occupational category, sex and language groupNumber and percentage of appointments *to* the Public Service, by occupational category, sex and language group, 1985

Occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Management	34	8	8	2	42	80.8	10	19.2	42	80.8	10	19.2	52
Scientific and Professional	669	195	583	156	883	53.7	751	45.7	1,252	78.1	351	21.9	1,643
Administrative and Foreign Service	1,009	281	602	202	1,294	61.4	808	38.4	1,612	76.9	483	23.1	2,106
Technical	749	212	239	62	978	75.8	305	23.6	988	78.3	274	21.7	1,291
Administrative Support	488	130	2,151	712	623	17.6	2,898	82.0	2,640	75.8	842	24.2	3,534
Operational	1,710	435	411	123	2,188	80.0	541	19.8	2,121	79.2	558	20.8	2,736
Total	4,681	1,261	4,006	1,257	6,035	52.9	5,330	46.7	8,689	77.5	2,518	22.5	11,406

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category, sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

26

Promotions, occupational category, sex and language group

Number and percentage of promotions, by occupational category, sex and language group, 1985

Occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Management	375	118	70	16	493	85.1	86	14.9	445	76.9	134	23.1	579
Scientific and Professional	1 095	334	428	135	1 431	71.7	563	28.2	1 523	76.5	469	23.5	1 995
Administrative and Foreign Service	2 204	874	2 049	860	3 080	51.4	2 909	48.6	4 253	71.0	1 734	29.0	5 990
Technical	1 435	385	300	98	1 821	82.1	398	17.9	1 735	78.2	483	21.8	2 219
Administrative Support	630	279	3 394	1 730	909	15.0	5 135	84.9	4 024	66.7	2 009	33.3	6 046
Operational	1 360	533	204	51	1 893	88.1	256	11.9	1 564	72.8	584	27.2	2 149
Total	7 099	2 523	6 445	2 890	9 627	50.7	9 347	49.3	13 544	71.4	5 413	28.6	18 978

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

27

Lateral transfers or deployments, occupational category, sex and language group

Number and percentage of lateral transfers or deployments, by occupational category, sex and language group, 1985

Occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Management	335	92	40	10	427	89.5	50	10.5	375	78.6	102	21.3	477
Scientific and Professional	692	160	427	115	852	61.0	543	38.9	1 119	80.3	275	19.7	1 396
Administrative and Foreign Service	1 430	711	1 088	503	2 141	57.3	1 592	42.6	2 518	67.5	1 215	32.5	3 736
Technical	755	295	213	95	1 050	77.2	309	22.7	968	71.3	390	28.7	1 360
Administrative Support	832	471	4 417	2 933	1 308	15.0	7 376	84.4	5 260	60.7	3 404	39.3	8 739
Operational	1 445	715	328	107	2 171	83.1	437	16.7	1 773	68.3	822	31.7	2 611
Total	5 489	2 444	6 513	3 763	7 949	43.4	10 307	56.3	12 013	65.9	6 208	34.1	18 319

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

28

Reappointments, occupational category, sex and language group

Number and percentage of reappointments, by occupational category, sex and language group, 1985

Occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Scientific and Professional	483	156	462	145	639	51.1	610	48.8	945	75.8	301	24.2	1 251
Administrative and Foreign Service	1 076	705	1 281	643	1 791	48.1	1 924	51.7	2 358	63.6	1 348	36.4	3 721
Technical	936	293	500	151	1 235	65.1	653	34.4	1 436	76.4	444	23.6	1 890
Administrative Support	2 519	1 411	11 878	7 344	3 937	16.9	19 274	82.9	14 404	62.2	8 755	37.8	23 262
Operational	3 400	712	397	129	4 156	88.5	535	11.4	3 798	81.9	841	18.1	4 697
Total	8 414	3 277	14 518	8 412	11 758	33.8	22 996	66.0	22 941	66.2	11 689	33.8	34 829

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify sex and/or language group.

For language group, percentage is based on the total of employees whose first official language is known.

29

Downward transfers, occupational category, sex and language group

Number and percentage of downward transfers, by occupational category, sex and language group, 1985

Occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Management	7	5	0	0	12	100.0	0	0.0	7	58.3	5	41.7	12
Scientific and Professional	116	35	39	21	151	71.6	60	28.4	155	73.5	56	26.5	211
Administrative and Foreign Service	207	94	146	56	301	59.8	202	40.2	353	70.2	150	29.8	503
Technical	124	32	27	12	156	79.6	39	19.9	151	77.4	44	22.6	196
Administrative Support	103	51	611	275	154	14.8	886	85.1	714	68.7	326	31.3	1 041
Operational	264	153	40	6	417	89.7	47	10.1	304	65.7	159	34.3	465
Total	821	370	863	370	1 191	49.1	1 234	50.8	1 684	69.5	740	30.5	2 428

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify sex and/or language group.

For language group, percentage is based on the total of employees whose first official language is known.

30

Appointments and employee mobilityNumber and percentage of appointments *within* the Public Service, by employee mobility and type of appointment, 1985

	Type of appointment											
	Promotions		Lateral transfers or deployments		Re-appointments		Downward transfers		Demotions		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Employee mobility												
Intradepartmental	17 769	93.6	16 381	89.4	34 822	100.0	1 972	81.2	2	100.0	70 949	93.2
Interdepartmental	1 209	6.4	1 938	10.6	7	0.0	456	18.8	0	0.0	3 612	4.8
Total	18 978	100.0	18 319	100.0	34 829	100.0	2 428	100.0	2	100.0	74 561	100.0
No change of group or sub-group	12 703	66.9	18 052	98.5	34 807	99.9	1 124	46.3	1	50.0	66 690	89.4
Change of group or sub-group	6 275	33.1	267	1.5	22	0.1	1 304	53.7	1	50.0	7 871	10.6
Total	18 978	100.0	18 319	100.0	34 829	100.0	2 428	100.0	2	100.0	74 561	100.0
Indeterminate to indeterminate	15 511	81.7	8 803	48.1	10	0.0	1 561	64.3	2	100.0	25 889	34.7
Specified period to specified period	1 636	8.6	4 791	26.2	34 809	99.9	443	18.2	0	0.0	41 680	55.9
Specified period to indeterminate	1 731	9.1	4 495	24.5	0	0.0	292	12.0	0.0	0.0	6 519	8.7
Indeterminate to specified period	99	0.5	230	1.3	10	0.0	131	5.4	0	0.0	470	0.6
Total	18 978	100.0	18 319	100.0	34 829	100.0	2 428	100.0	2	100.0	74 561	100.0

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify type of appointment and/or employee mobility as to period of appointment.

31

Appointments and selection processNumber and percentage of appointments *within* the Public Service, by selection process and type of appointment, 1985

Selection Process	Type of appointment											
	Promotions		Lateral transfers or deployments		Reappointments		Downward transfers		Demotions		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
With competition												
• Poster	10 985	57.9	3 944	21.5	946	2.7	488	20.1	0	0.0	16 363	21.9
• Inventory	2 627	13.8	3 531	19.3	11 086	31.8	458	18.9	0	0.0	17 703	23.7
Without competition												
• Reclassification	3 902	20.6	55	0.3	4	0.0	53	2.2	0	0.0	4 014	5.4
• Other processes	1 464	7.7	10 788	58.9	22 792	65.4	1 429	58.9	2	100.0	36 478	48.9
Total	18 978	100.0	18 319	100.0	34 829	100.0	2 428	100.0	2	100.0	74 561	100.0

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify selection process and/or type of appointment.

32

Appointments, occupational category, language requirements of position and language group Number and percentage of appointments to and within the Public Service, by occupational category, language requirements of position and language group of employee, 1985

Occupational category and language requirements of position	To the Public Service					Within the Public Service					Grand total	
	Anglophones		Francophones		Total	Anglophones		Francophones		Total	No.	%
	No.	%	No.	%		No.	%	No.	%			
Management												
Bilingual imperative	9	56.3	7	43.8	16	113	54.1	96	45.9	209	225	20.1
Bilingual non-imperative	20	87.0	3	13.0	23	434	78.2	121	21.8	555	578	57.6
English	13	100.0	0	0.0	13	190	99.0	2	1.0	192	285	18.3
French	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0	0.0
English or French	0	0.0	0	0.0	0	3	100.0	0	0.0	3	3	0.3
Total	42	88.8	10	19.2	52	827	77.4	241	22.6	1 068	1 128	100.0
Scientific and Professional												
Bilingual imperative	46	26.9	125	73.1	171	195	33.3	391	66.7	586	768	11.7
Bilingual non-imperative	33	60.0	22	40.0	55	419	59.0	291	41.0	710	768	11.8
English	1 049	95.9	45	4.1	1 094	2 894	96.2	115	3.8	3 009	4 149	63.8
French	11	9.6	104	90.4	115	9	3.5	248	96.5	257	373	5.7
English or French	113	67.3	55	32.7	168	225	80.1	56	19.9	281	451	6.9
Total	1 252	78.1	351	21.9	1 603	3 742	77.3	1 101	22.7	4 843	6 501	100.0
Administrative and Foreign Service												
Bilingual imperative	93	28.5	233	71.5	326	868	31.7	1 866	68.3	2 734	3 066	19.1
Bilingual non-imperative	59	40.1	88	59.9	147	1 104	49.6	1 121	50.4	2 225	2 374	14.8
English	1 346	95.7	61	4.3	1 407	7 214	96.0	303	4.0	7 517	8 940	55.7
French	4	6.7	56	93.3	60	12	1.1	1 048	98.9	1 060	1 128	7.0
English or French	100	70.4	42	29.6	142	232	72.5	88	27.5	320	463	2.9
Total	1 612	76.9	483	23.1	2 095	9 482	68.1	4 447	31.9	13 929	16 038	100.0
Technical												
Bilingual imperative	22	23.4	72	76.6	94	83	23.6	269	76.4	352	447	6.4
Bilingual non-imperative	6	10.5	51	89.5	57	175	33.5	347	66.5	522	579	8.3
English	811	97.6	20	2.4	831	3 756	95.6	173	4.4	3 929	4 801	68.9
French	6	7.5	74	92.5	80	11	2.2	480	97.8	491	575	8.3
English or French	139	70.9	57	29.1	196	259	73.8	92	26.2	351	554	8.0
Total	988	78.3	274	21.7	1 262	4 290	75.9	1 361	24.1	5 651	6 966	100.0
Administrative Support												
Bilingual imperative	165	24.3	515	75.7	680	1 279	19.7	5 224	80.3	6 503	7 218	16.9
Bilingual non-imperative	23	36.5	40	63.5	63	522	29.9	1 224	70.1	1 746	1 811	4.2
English	2 347	96.1	95	3.9	2 442	20 803	94.2	1 286	5.8	22 089	24 672	57.9
French	2	1.4	144	98.6	146	90	1.6	5 547	98.4	5 637	5 837	13.7
English or French	89	67.4	43	32.6	132	1 640	58.1	1 181	41.9	2 821	2 964	7.0
Total	2 640	75.8	842	24.2	3 482	24 483	62.7	14 494	37.3	38 977	42 625	100.0
Operational												
Bilingual imperative	15	28.8	37	71.2	52	42	19.8	170	80.2	212	265	2.1
Bilingual non-imperative	6	40.0	9	60.0	15	35	21.9	125	78.1	160	175	1.4
English	1 944	97.3	54	2.7	1 998	6 886	97.3	188	2.7	7 074	9 180	72.5
French	16	4.2	369	95.8	385	30	1.8	1 603	98.2	1 633	2 027	16.0
English or French	140	61.1	89	38.9	229	445	58.1	321	41.9	766	1 017	8.0
Total	2 121	79.2	558	20.8	2 679	7 439	75.6	2 487	24.4	9 846	12 645	100.0
All categories												
Bilingual imperative	350	26.1	989	73.9	1 339	2 580	24.3	8 016	75.7	10 596	11 981	13.9
Bilingual non-imperative	147	40.8	213	59.2	360	2 689	45.4	3 229	54.6	5 918	6 285	7.3
English	7 544	96.5	275	3.5	7 819	41 747	95.3	2 067	4.7	43 814	51 995	60.5
French	39	5.0	747	95.0	786	152	1.7	8 926	98.3	9 078	9 940	11.6
English or French	581	67.0	286	33.0	867	2 804	61.7	1 738	38.3	4 542	5 452	6.3
Grand total	8 689	77.5	2 518	22.5	11 207	58 187	67.6	24 051	32.4	74 238	85 983	100.0

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category, language requirements of position, type of appointment (to or within the Public Service) and/or language group.

-For language group, percentage is based on the total of employees whose first official language is known.

33**Appointments and bilingual positions (imperative staffing)**

Number and percentage of appointments *to* and *within* the Public Service to bilingual positions (imperative staffing), by occupational category, type of employment and language group, 1985

Occupational category	Type of employment	Anglophones		Francophones		Total	
		No.	%	No.	%	No.	%
Management	Indeterminate	119	96.7	102	99.0	221	97.8
	Specified period	4	3.3	1	1.0	5	2.2
	Total	123	100.0	103	100.0	226	100.0
Scientific and Professional	Indeterminate	115	47.7	295	57.2	410	53.9
	Specified period	126	52.3	221	42.8	350	46.1
	Total	241	100.0	516	100.0	760	100.0
Administrative and Foreign Service	Indeterminate	581	60.5	1 284	61.1	1 865	60.8
	Specified period	380	39.5	815	38.8	1 200	39.1
	Total	961	100.0	2 100	100.0	3 066	100.0
Technical	Indeterminate	50	47.6	161	47.2	211	47.2
	Specified period	55	52.4	180	52.8	236	52.8
	Total	105	100.0	341	100.0	447	100.0
Administrative Support	Indeterminate	452	31.3	1 624	28.3	2 077	28.8
	Specified period	992	68.7	4 115	71.7	5 141	71.2
	Total	1 444	100.0	5 739	100.0	7 218	100.0
Operational	Indeterminate	39	68.4	110	53.1	149	56.2
	Specified period	18	31.6	97	46.9	116	43.8
	Total	57	100.0	207	100.0	265	100.0
All Categories	Indeterminate	1 356	46.3	3 576	39.7	4 933	41.2
	Specified period	1 575	53.7	5 429	60.3	7 048	58.8
	Grand total	2 931	100.0	9 006	100.0	11 982	100.0

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify type of employment and/or language group.

For language group, percentage is based on the total of employees whose first official language is known.

34

Appointments and bilingual positions (non-imperative staffing)

Number and percentage of appointments *to* and *within* the Public Service to bilingual positions (non-imperative staffing), by occupational category, status of appointee and language group, 1985

Occupational category	Status of appointee as to language requirements of position	Anglophones		Francophones		Total	
		No.	%	No.	%	No.	%
Management	Met	306	67.4	123	99.2	429	74.2
	Must meet	63	13.9	0	0.0	63	10.9
	Not required to meet	85	18.7	1	0.8	86	14.9
	Total	454	100.0	124	100.0	578	100.0
Scientific and Professional	Met	261	57.6	276	88.2	538	70.1
	Must meet	157	34.7	30	9.6	188	24.5
	Not required to meet	35	7.7	7	2.2	42	5.5
	Total	453	100.0	313	100.0	768	100.0
Administrative and Foreign Service	Met	691	59.4	1 114	92.1	1 807	76.1
	Must meet	367	31.6	74	6.1	441	18.6
	Not required to meet	104	8.9	19	1.6	123	5.2
	Total	1 163	100.0	1 209	100.0	2 374	100.0
Technical	Met	82	45.3	339	85.2	421	72.7
	Must meet	67	37.0	49	12.3	116	20.0
	Not required to meet	32	17.7	10	2.5	42	7.3
	Total	181	100.0	398	100.0	579	100.0
Administrative Support	Met	294	53.9	1 112	88.0	1 408	77.7
	Must meet	189	34.7	124	9.8	313	17.3
	Not required to meet	61	11.2	27	2.1	88	4.9
	Total	545	100.0	1 264	100.0	1 811	100.0
Operational	Met	24	58.5	94	70.1	118	67.4
	Must meet	10	24.4	35	26.1	45	25.7
	Not required to meet	7	17.1	5	3.7	12	6.9
	Total	41	100.0	134	100.0	175	100.0
All Categories	Met	1 658	58.4	3 058	88.8	4 721	75.1
	Must meet	853	30.1	312	9.1	1 166	18.6
	Not required to meet	324	11.4	69	2.0	393	6.3
	Grand total	2 837	100.0	3 442	100.0	6 285	100.0

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group and/or status of appointee as to language requirements of position

For language group, percentage is based on the total of employees whose first official language is known

35**Applicants in the National Applicant Inventory System, geographic area and underrepresented group**

Number and percentage of woman, Native, disabled and Black candidates in the National Applicant Inventory System, by geographic area, 1985

Geographic area	Women		Native people		Disabled people		Black people		Total in inventory
	No.	% of total applicants	No.	% of total applicants	No.	% of total applicants	No.	% of total applicants	
Newfoundland	151	32.8	20	4.3	44	9.6	1	0.2	460
Prince Edward Island	44	35.2	8	6.4	22	17.6	0	0.0	125
Nova Scotia	475	29.6	77	4.8	45	2.8	98	6.1	1 605
New Brunswick	345	31.0	54	4.8	35	3.1	1	0.0	1 114
Quebec (Except NCR)	2 071	37.9	192	3.5	260	4.8	46	0.8	5 459
National Capital Region	5 604	55.5	397	3.9	718	7.1	59	0.6	10 102
Ontario (Except NCR)	1 260	37.0	149	4.4	48	1.4	0	0.0	3 400
Manitoba	341	35.8	110	11.5	53	5.6	2	0.2	952
Saskatchewan	469	41.8	221	19.7	59	5.3	1	0.1	1 122
Alberta	1 112	46.1	161	6.7	73	3.0	3	0.1	2 413
British Columbia	1 220	35.2	445	12.8	159	4.6	3	0.1	3 462
Yukon	244	39.9	71	11.6	0	0.0	0	0.0	611
Northwest Territories	85	36.8	54	23.4	4	1.7	0	0.0	231
Total	13 421	43.2	1 959	6.3	1 520	4.9	214	0.7	31 064

36**Appointments of university graduates and geographic area**

Number and percentage of university graduates and of appointments made through the university recruitment program, by geographic area in which last degree was obtained, sex and language group, 1985

Geographic Area	Graduates ^a				Appointments												Total	
	Men		Women		Total		Men		Women		Anglophones		Francophones					
					No.	%	No.	%	No.	%	No.	%	No.	%				
Newfoundland	865	925	1 790	1.6	5	0	8	1	45	35.7	9	64.3	13	92.9	1	7.1	14	1.4
Prince Edward Island	140	150	290	0.3	1	0	3	0	1	25.0	3	75.0	4	100.0	0	0.0	4	0.4
Nova Scotia	2 960	2 490	5 050	4.5	36	1	30	1	37	54.4	31	45.6	66	97.1	2	2.9	68	6.8
New Brunswick	1 435	1 435	2 870	2.6	14	14	3	5	28	77.8	8	22.2	17	47.2	19	52.8	36	3.6
Quebec	13 750	12 860	26 610	23.8	19	117	15	98	136	54.6	113	45.4	34	13.7	215	86.3	249	25.1
Ontario	24 030	25 290	49 320	44.1	167	43	179	30	210	50.1	209	49.9	346	82.6	73	17.4	419	42.2
Manitoba	2 680	2 635	5 315	4.7	30	0	14	0	30	68.2	14	31.8	44	100.0	0	0.0	44	4.4
Saskatchewan	1 870	2 060	3 930	3.5	11	1	15	0	12	44.4	26	55.6	26	96.3	1	3.7	27	2.7
Alberta	4 030	4 310	8 340	7.4	23	1	13	1	24	63.2	14	36.8	36	94.7	2	5.3	38	3.8
British Columbia	4 320	4 075	8 395	7.5	49	0	34	1	49	58.3	35	41.7	83	98.8	1	1.2	84	8.5
Outside Canada ^b	0	0	0	0.0	7	2	2	0	9	81.8	2	18.2	9	81.8	2	18.2	11	1.1
Total	55 600	56 230	111 910	100.0	362	179	316	137	541	54.4	453	45.6	678	68.2	316	31.8	994	100.0

^aData on graduates obtained from Statistics Canada are based on the 1984/85 academic year.^bCanadian whose highest degree was obtained outside Canada.

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Appointments of university graduates and occupational field

Number of university graduates appointed through the university recruitment program, by occupational field, sex and language group, 1985

Occupational field	Men		Women		Men		Women		Anglophones		Francophones		Total	
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	No.	%
Administration	118	46	164	42	164	44.3	206	55.7	282	76.2	88	23.8	370	37.2
Foreign Service	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Accounting/Auditing ^a	57	33	41	34	90	54.5	75	45.5	98	59.4	67	40.6	165	16.6
Pure and Applied Science	100	57	40	30	157	69.2	70	30.8	140	61.7	87	38.3	227	22.8
Computer Science	35	21	12	9	56	72.7	21	27.3	47	61.0	30	39.0	77	7.8
Social/Economic ^b	52	22	59	22	74	47.7	81	52.3	111	71.6	44	28.4	155	15.6
Total	362	179	316	137	541	54.4	453	45.6	678	68.2	316	31.8	994	100.0

^aIncludes 16 appointments to the Office of the Auditor General of Canada.^bFor the purposes of this report, includes appointments to Law and Library Science positions, as well as Economics, Statistics and Welfare Programs.

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Appointments of community college and CEGEP graduates, and occupational field

Number of graduates appointed through the community college and CEGEP recruitment program, by occupational field, language group and sex, 1985

Occupational field	Men		Women		Men		Women		Anglophones		Francophones		Total	
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	No.	%
Management Sciences	40	8	29	14	48	52.7	43	47.3	69	75.8	22	24.2	91	32.3
Pure and Applied Sciences	61	28	9	7	89	84.8	16	15.2	70	66.7	35	33.3	105	37.2
Computer Systems	21	23	15	27	44	51.2	42	48.8	36	41.8	50	58.1	86	30.5
Total	122	59	53	48	181	64.2	101	35.8	175	62.1	107	37.9	282	100.0

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Appointments, Career-Oriented Summer Employment Program and occupational field

Number of students appointed through the Career-Oriented Summer Employment Program, by occupational field, type of institution, language group and sex, 1985

Occupational Field	Men		Women		Men		Women		Anglophones		Francophones		Total	
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	No.	%
Social Sciences and Administration	1 231	620	1 610	774	1 851	43.8	2 375	56.2	2 832	67.0	1 394	33.0	4 226	65.7
Pure and Applied Sciences	978	388	569	273	1 366	61.9	842	38.1	1 547	70.1	661	30.0	2 208	34.3
Total	2 209	1 008	2 179	1 047	3 217	50.0	3 217	50.0	4 379	68.1	2 055	31.9	6 434	100.0
Institution														
University	1 787	800	1 832	778	2 587	49.8	2 610	50.2	3 619	69.6	1 578	30.4	5 197	80.8
Community college and CEGEP	422	208	338	269	630	50.9	607	49.1	760	61.4	477	38.6	1 237	19.2
Total	1 209	1 008	2 179	1 047	3 217	50.0	3 217	50.0	4 379	68.1	2 055	31.9	6 434	100.0

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Lay-offs, occupational category, sex and language group

Number of separations due to lay-off, by reason for lay-off, occupational category, sex and language group, 1985

Reason and occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Reorganization													
Management	5	4	1	0	9	90.0	1	10.0	6	60.0	4	40.0	10
Scientific and Professional	25	12	20	9	37	56.1	29	43.9	45	68.2	21	31.8	66
Administrative and Foreign Service	35	16	24	3	51	65.4	27	34.6	59	75.6	19	24.4	78
Technical	19	10	10	4	29	67.4	14	32.6	29	67.4	14	32.6	43
Administrative Support	10	5	85	26	15	11.9	111	88.1	95	75.4	31	24.6	126
Operational	41	7	22	0	48	68.6	22	31.4	63	90.0	7	10.1	70
Total	135	54	162	42	189	48.1	204	51.9	297	75.6	96	24.4	393
Privatization													
Management	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Scientific and Professional	16	1	20	1	17	44.7	21	55.3	36	94.7	2	5.3	38
Administrative and Foreign Service	3	0	14	0	3	17.6	14	82.4	17	100.0	0	0.0	17
Technical	1	0	2	0	1	33.3	2	66.7	3	100.0	0	0.0	3
Administrative Support	0	0	3	0	0	0.0	3	100.0	3	100.0	0	0.0	3
Operational	94	0	29	0	94	76.4	29	23.6	123	100.0	0	0.0	123
Total	114	1	68	1	115	62.5	69	37.5	182	98.9	2	1.1	184
Decentralization													
Management	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Scientific and Professional	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Administrative and Foreign Service	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Technical	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Administrative Support	2	1	10	2	3	20.0	12	80.0	12	80.0	3	20.0	15
Operational	1	0	0	0	1	100.0	0	100.0	1	100.0	0	0.0	1
Total	3	1	10	2	4	25.0	12	75.0	13	81.3	3	18.8	16
All reasons													
Management	5	4	1	0	9	90.0	1	10.0	6	60.0	4	40.0	10
Scientific and Professional	41	13	40	10	54	51.9	50	48.1	81	77.9	23	22.1	104
Administrative and Foreign Service	38	16	38	3	54	56.8	41	43.2	76	80.0	19	20.0	95
Technical	20	10	12	4	30	65.2	16	34.8	32	69.9	14	30.4	46
Administrative Support	12	6	98	28	18	12.5	126	87.5	110	76.4	34	23.6	144
Operational	136	7	51	0	143	73.7	51	26.3	187	96.4	7	3.6	194
Grand total	252	56	240	45	308	51.9	285	48.1	492	83.0	101	17.0	593

41 Separations and reasons

Separations from the Public Service, by reason, 1985

Reason for separation (except lay-off)	
Release	
• for breach of discipline or misconduct	30
• for incompetence or incapacity	95
• for abandonment of position	81
Rejection on probation	266
Revocation of appointment	10
Retirement	
• at age 65 or over	1 706
• elective, at age 55-64	3 428
• medical grounds	764
End of specified period	5 174
Death	451
Resignation	8 043
Total*	20 090
Reason for resignation	
Outside employment (in private sector)	2 035
Return to school	379
Unspecified personal reasons	3 688
Other	1 941

*Includes 12 separations for which reason was not specified

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Separations, occupational category, sex and language group

Number and percentage of separations from the Public Service, by occupational category, reason, sex and language group, 1985

Occupational category and reason for separation (except lay-off)	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Management													
Release	4	0	0	0	4	100.0	0	0.0	4	100.0	0	0.0	4
Rejection on probation	1	0	0	0	1	100.0	0	0.0	1	0.0	0	0.0	1
Revocation of appointment	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Retirement	256	51	5	1	307	98.1	6	1.9	261	83.4	52	15.6	313
End of specified period	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
Death	9	3	0	1	12	92.3	1	7.7	9	69.2	4	25.0	13
Resignation	45	16	4	2	64	91.4	6	8.6	49	73.1	18	16.2	70
Total	317	70	9	4	391	96.8	13	3.2	326	81.5	74	18.5	404
Scientific and Professional													
Release	11	2	7	2	13	56.5	10	43.5	18	81.8	4	18.2	23
Rejection on probation	8	1	3	4	9	56.3	7	43.8	11	68.8	5	31.3	16
Revocation of appointment	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Retirement	287	47	48	6	335	85.9	55	14.1	335	86.3	53	13.7	390
End of specified period	135	28	121	30	167	51.4	158	48.6	256	81.5	58	18.5	325
Death	24	4	5	1	28	82.4	6	17.6	29	85.3	5	14.7	34
Resignation	328	77	359	71	414	48.3	444	51.7	687	82.3	148	17.7	858
Total	794	158	542	114	966	58.7	679	41.3	1 336	83.1	272	16.9	1 645
Administrative and Foreign Service													
Release	14	13	4	1	27	84.4	5	15.6	18	56.3	14	43.7	32
Rejection on probation	17	8	3	2	25	83.3	5	16.7	20	66.7	10	33.3	30
Revocation of appointment	0	1	0	0	2	100.0	0	0.0	0	0.0	1	100.0	2
Retirement	725	229	219	61	961	77.4	281	22.6	944	76.5	290	23.5	1 242
End of specified period	157	87	172	75	254	49.9	253	49.7	329	67.0	162	33.0	509
Death	60	14	10	7	77	81.9	17	18.1	70	76.9	21	23.1	94
Resignation	487	196	435	145	691	54.0	588	45.9	923	73.0	341	27.0	1 280
Total	1 460	548	843	290	2 037	63.9	1 148	36.0	2 304	73.3	838	26.7	3 188
Technical													
Release	12	3	1	0	15	93.8	1	6.2	13	81.3	3	18.7	16
Rejection on probation	41	12	4	3	53	80.0	7	11.7	45	75.0	15	25.0	60
Revocation of appointment	1	0	1	0	1	50.0	1	50.0	2	100.0	0	0.0	2
Retirement	506	104	25	9	612	94.7	34	5.3	531	82.5	113	17.5	646
End of specified period	178	50	91	27	235	64.6	125	34.3	269	77.7	77	22.3	364
Death	46	9	3	0	55	94.8	3	5.2	49	84.5	9	15.5	58
Resignation	320	76	124	27	402	72.3	152	27.3	444	81.2	103	18.8	556
Total	1 105	254	248	66	1 374	80.7	322	18.9	1 353	80.9	320	19.1	1 702
Administrative Support													
Release	10	5	24	8	15	31.9	32	68.1	34	72.3	13	27.7	47
Rejection on probation	18	10	36	20	28	32.6	58	67.4	54	64.3	30	35.7	86
Revocation of appointment	0	1	1	1	1	33.3	2	66.7	1	33.3	2	66.7	3
Retirement	185	70	843	242	256	19.0	1 091	81.0	1 028	76.7	312	23.3	1 347
End of specified period	337	140	1 636	830	488	16.1	2 523	83.2	1 977	67.1	970	32.9	3 034
Death	22	5	48	13	28	31.1	62	68.9	70	79.5	18	20.5	90
Resignation	356	154	2 325	841	522	13.9	3 221	85.8	2 683	72.9	995	27.1	3 755
Total	927	385	4 913	1 958	1 337	16.0	6 993	83.6	5 846	71.4	2 343	28.6	8 365

Table 42—Continued

Occupational category and reason for separation (except lay-off)	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Operational													
Release	70	27	6	2	98	90.7	10	9.3	76	72.4	29	27.6	108
Rejection on probation	37	12	14	8	49	69.0	22	31.0	51	71.8	20	28.2	71
Revocation of appointment	0	1	1	0	1	50.0	1	50.0	1	50.0	1	50.0	2
Retirement	1 335	464	106	54	1 805	91.7	163	8.3	1 444	73.6	518	26.4	1 968
End of specified period	587	147	80	15	784	87.3	112	12.5	667	80.5	162	19.5	898
Death	114	38	7	1	153	95.0	8	5.0	121	75.6	39	24.4	161
Resignation	820	204	354	62	1 042	70.7	428	29.1	1 174	81.4	269	18.6	1 473
Total	2 964	899	567	143	3 936	84.0	744	15.9	3 531	77.2	1 042	22.8	4 685
All categories													
Release	121	50	42	13	172	74.8	58	25.2	163	72.1	63	27.9	230
Rejection on probation	123	43	61	37	166	62.4	100	37.6	184	69.7	80	30.3	266
Revocation of appointment	1	3	3	1	5	55.6	4	44.4	4	50.0	4	50.0	9
Retirement	3 294	965	1 247	373	4 276	72.4	1 632	27.6	4 541	77.2	1 338	22.8	5 908
End of specified period	1 397	452	2 105	979	1 945	37.6	3 198	61.8	3 506	71.0	1 431	29.0	5 174
Death	276	73	73	23	354	78.5	97	21.5	349	78.4	96	21.6	451
Resignation	2 369	727	3 608	1 155	3 156	39.3	4 869	60.5	5 980	76.1	1 882	23.9	8 043
Grand total	7 586	2 315	7 136	2 584	10 062	50.2	9 959	49.6	14 729	75.0	4 899	25.0	20 090

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category, sex, language group and/or reason for separation.

For language group, percentage is based on the total of employees whose first official language is known.

Appeals

Appeals and occupational category

Number of appellants whose appeals were allowed or dismissed or who were found to have no right of appeal, by occupational category, 1985

Occupational category	Appeals allowed			Appeals dismissed			No right of appeal*	Total
	With hearing	With hearing (department conceded)	Without hearing (department conceded)	With hearing	With hearing (appellant withdrew)	Without hearing (appellant withdrew)		
Management	2	0	0	12	1	10	3	28
Scientific and Professional	14	4	1	64	13	30	49	172
Administrative and Foreign Service	108	26	1	332	95	154	459	1 175
Technical	16	2	0	70	28	43	48	207
Administrative Support	162	13	0	136	86	67	172	636
Operational	58	24	0	179	44	67	86	458
Total	360	69	2	790	267	371	817	2 676

*The Appeal Board had no jurisdiction to hear the appeal.

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Appeals and department

Number of appellants whose appeals were allowed or dismissed or who were found to have no right of appeal, by department, 1985

Department	Appeals allowed			Appeals dismissed			No right of appeal ^a	Total
	With hearing	With hearing (department conceded)	Without hearing (department conceded)	With hearing	With hearing (appellant withdrew)	Without hearing (appellant withdrew)		
Agriculture	21	1	0	27	16	10	15	99
Canadian Aviation Safety Board	0	0	0	0	0	1	0	1
Canadian Human Rights Commission	0	0	0	3	0	1	0	4
Canadian Intergovernmental Conference Secretariat	0	0	0	1	0	0	6	7
Canadian International Development Agency	6	0	0	3	4	2	1	16
Canadian Pension Commission	2	0	0	0	1	0	0	3
Canadian Radio-Television Telecommunications Commission	0	0	0	1	0	0	0	1
Canadian Transport Commission	0	0	0	7	1	0	3	11
Communications	0	0	0	6	1	1	1	9
Consumer and Corporate Affairs	2	0	0	10	2	2	8	24
Correctional Service of Canada	13	9	0	131	27	34	47	261
Employment and Immigration	40	4	1	152	30	64	173	464
Energy, Mines and Resources	4	0	0	6	1	7	5	23
Environment	51	9	1	18	11	13	87	190
External Affairs	7	0	0	24	2	8	8	49
Federal Court	0	0	0	0	0	0	1	1
Finance	1	0	0	2	0	1	1	5
Fisheries and Oceans	3	0	0	14	5	12	5	39
Immigration Appeal Board	0	0	0	0	0	0	5	5
Indian Affairs and Northern Development	6	2	0	9	7	6	12	42
Insurance	0	0	0	0	0	2	0	2
Investment Canada	0	0	0	0	0	1	0	1
Justice	0	0	0	1	1	1	2	5
Labour	3	0	0	1	1	1	6	12
National Defence (civilian)	24	8	0	97	32	57	61	279
National Energy Board	0	1	0	3	0	0	0	4
National Health and Welfare	4	1	0	32	2	15	33	87
National Library of Canada	0	0	0	1	0	0	0	1
National Museums of Canada	0	0	0	1	0	1	0	2
National Revenue (Customs and Excise)	8	0	0	55	10	18	52	143
National Revenue (Taxation)	126	24	0	71	73	25	144	463
Office of the Chief Electoral Officer	0	0	0	0	0	0	5	5
Office of the Commissioner of Official Languages	0	0	0	0	0	0	1	1
Office of the Coordinator, Status of Women	0	0	0	0	0	1	0	1
Offices of the Information and Privacy Commissioners	0	0	0	6	0	0	0	6
Public Archives of Canada	2	0	0	3	0	2	2	9
Public Service Commission	3	0	0	5	1	6	8	23
Public Service Staff Relations Board	0	0	0	0	0	0	15	15
Public Works	3	2	0	6	2	7	10	30
Regional Industrial Expansion	2	0	0	4	0	9	8	23
Royal Canadian Mounted Police (Public Service employees)	1	0	0	3	2	3	0	9
Secretary of State of Canada	0	6	0	6	7	3	15	37
Solicitor General	0	0	0	0	0	0	1	1

Table 44—Continued

Department	Appeals allowed			Appeals dismissed			No right of appeal ^a	Total
	With hearing	With hearing (department conceded)	Without hearing (department conceded)	With hearing	With hearing (appellant withdrew)	Without hearing (appellant withdrew)		
Statistics Canada	2	0	0	3	1	4	5	15
Supreme Court of Canada	0	0	0	0	0	1	1	2
Supply and Services	6	1	0	16	3	9	15	50
Transport	18	1	0	51	8	30	40	148
Veterans Affairs	2	0	0	11	16	4	15	48
Total	360	69	2	790	267	371	817	2 676

^aThe Appeal Board had no jurisdiction to hear the appeal.

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Selection processes, appeals and occupational category

Selection processes which were appealable, were appealed, were appealed and disposed of, and against which one or more appeals were allowed, by occupational category, 1985

Occupational category	Selection processes			
	Appealable	Appealed ^a	Appealed and disposed of ^a	Appeals allowed
Management	258	19	20	2
Scientific and Professional	1 093	136	133	17
Administrative and Foreign Service	4 394	610	621	67
Technical	1 179	146	152	14
Administrative Support	4 909	334	326	59
Operational	1 267	243	250	46
Total	13 100	1 488	1 502	205

^aThe number of selection processes appealed and the number of selection processes appealed and disposed of are not the same because an appeal lodged in one year may be not disposed of until the following year.

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Selection processes, appeals and department

Selection processes which were appealable, were appealed, were appealed and disposed of, and against which one or more appeals were allowed, by department, 1985.

Department	Selection processes			
	Appealable	Appealed ^a	Appealed and disposed of ^a	Appeals allowed
Agriculture	602	64	60	10
Bureau of Pensions Advocates	2	0	0	0
Canada Labour Relations Board	10	0	0	0
Canadian Aviation Safety Board	13	1	1	0
Canadian Human Rights Commission	16	3	3	0
Canadian Intergovernmental Conference Secretariat	5	4	4	0
Canadian International Development Agency	105	9	9	1
Canadian Pension Commission	9	2	3	2
Canadian Radio-television and Telecommunications Commission	26	2	1	0
Canadian Transport Commission	54	7	10	0
Communications	118	7	8	0
Consumer and Corporate Affairs	129	21	18	2
Correctional Service of Canada	597	134	145	14
Employment and Immigration	2 301	264	272	31
Energy, Mines and Resources	254	20	19	3
Environment	559	65	71	23
External Affairs	155	23	25	4
Federal Court	21	1	1	0
Federal-Provincial Relations Office	3	0	0	0
Finance	54	3	5	1
Fisheries and Oceans	409	35	33	3
Immigration Appeal Board	7	4	4	0
Indian Affairs and Northern Development	354	37	38	6
Insurance	18	2	2	0
International Joint Commission	2	0	0	0
Investment Canada	6	1	1	0
Justice	63	5	5	0
Labour	33	5	7	1

Table 46—Continued

Department	Selection processes			
	Appealable	Appealed ^a	Appealed and disposed of ^a	Appeals allowed
Law Reform Commission of Canada	1	0	0	0
National Defence (civilian)	1 419	169	174	23
National Energy Board	61	4	4	1
National Health and Welfare	655	50	50	4
National Library of Canada	61	2	1	0
National Museums of Canada	39	2	2	0
National Parole Board	23	1	0	0
National Revenue (Customs and Excise)	599	84	84	6
National Revenue (Taxation)	1 371	195	175	36
Office of the Auditor General of Canada	10	0	0	0
Office of the Chief Electoral Officer	4	2	2	0
Office of the Commissioner of Official Languages	3	1	1	0
Office of the Commission for Federal Judicial Affairs	1	0	0	0
Office of the Coordinator, Status of Women	5	1	1	0
Office of the Grain Transportation Agency Administrator	1	0	0	0
Offices of the Information and Privacy Commissioners	8	0	2	0
Privy Council Office	25	0	0	0
Public Archives	46	4	4	1
Public Service Commission	133	17	17	3
Public Service Staff Relations Board	15	1	1	0
Public Works	284	19	22	2
Regional Industrial Expansion	135	11	15	2
Royal Canadian Mounted Police (Public Service employees)	145	13	9	1
Science and Technology	4	1	0	0
Secretary of State of Canada	129	15	13	2
Solicitor General	36	0	1	0
Statistics Canada	181	12	13	2
Supply and Services	394	33	32	5
Supreme Court	3	1	2	0
Tax Court of Canada	14	0	0	0
Transport	1 083	105	105	14
Treasury Board (Office of the Comptroller General)	7	0	0	0
Treasury Board (Secretariat)	20	0	0	0
Veterans Affairs	260	26	27	2
Total	13 100	1 488	1 502	205

^a The number of selection processes appealed and the number of selection processes appealed and disposed of are not the same because an appeal lodged in one year may be not disposed of until the following year.

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Appeals, appointing authority and type of selection processes

Number of selection processes which were appealable, were appealed, for which appeals were disposed of, and for which one or more appeals were allowed; number of appellants whose appeals were allowed, dismissed or who were found to have no right of appeal, by appointing authority and type of selection process, 1985

Appointing authority and type of selection processes	Selection processes				Disposition of appeals			Total
	Appealable	Appealed ^a	Appealed and disposed of ^b	Appeals allowed	Appeal allowed	Appeal dismissed	No right of appeal ^c	
Public Service Commission (non-delegated staffing)								
Closed competitions	206	15	18	1	1	26	1	28
Without competition	303	29	34	5	33	6	91	130
Total	509	44	52	6	34	32	92	158
Departments (delegated staffing)								
Closed competitions	8 509	1 020	1 005	161	330	1 206	84	1 620
Without competition	4 082	424	445	38	67	190	641	898
Total	12 591	1 444	1 450	199	397	1 396	725	2 518
PSC and departments								
Closed competitions	8 715	1 035	1 023	162	331	1 232	85	1 648
Without competition	4 385	453	479	43	100	196	732	1 028
Grand total^c	13 100	1 488	1 502	205	431	1 428	817	2 676

^aThe number of selection processes appealed and the number of selection processes appealed and disposed of are not the same because an appeal lodged in one year may be not disposed of until the following year.

^bThe Appeal Board had no jurisdiction to hear the appeal.

^cThe number of appeals against selection processes disposed of is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

Training

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Developmental training and region

Number of participants taking Public Service Commission developmental training courses, by subject area and region, 1985

Subject area	Region							Total
	NCR ^a	Atlantic	Quebec	Ontario	Man./Sask.	Alta./N.W.T.	B.C./Yukon	
Management Orientation ^b	1 179	12	49	37	0	44	49	1 370
Management Theory and Practices	2 008	226	229	168	197	236	68	3 132
Informatics	1 802	164	165	103	78	97	72	2 481
Financial Management	1 134	225	125	163	144	161	148	2 100
Material Management	276	45	33	14	13	29	44	454
Seminars	1 503	0	0	0	0	0	0	1 503
Personnel Management	1 339	97	199	126	96	120	134	2 111
Systems Approach to Training	109	0	0	0	0	7	0	116
Individual Development	292	149	21	55	79	37	32	665
Auditing	56	0	0	0	0	0	0	56
Total	9 698	918	821	666	607	731	547	13 988

^aIncludes courses offered by the Centre for Executive Development, Touraine, Quebec.

^bIncludes management courses for the Career Assignment Program.

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Developmental training and language of instruction

Number of Public Service Commission developmental training courses conducted, by subject area and language of instruction, 1985

Subject area	Language of instruction			Total
	French	English	Bilingual	
Management Orientation ^a	16	48	3	67
Management Theory and Practices	38	146	0	184
Informatics	21	112	0	133
Financial Management	16	87	0	103
Material Management	2	20	0	22
Seminars	7	49	0	56
Personnel Management	33	100	0	133
Systems Approach to Training	2	6	0	8
Individual Development	4	29	0	33
Auditing	0	3	0	3
Total	139	600	3	742

^aIncludes management courses for the Career Assignment Program.

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Developmental training and occupational category

Number of participants taking Public Service Commission developmental training courses, by subject area and occupational category, 1985

Subject area	Occupational Category							Total
	Management	Scientific and Professional	Administrative and Foreign Service	Technical	Administrative Support	Operational	Other ^a	
Management Orientation ^b	213	80	508	43	73	0	453	1 370
Management Theory and Practices	6	222	1 376	216	572	11	729	3 132
Informatics	7	102	914	162	647	0	649	2 481
Financial Management	3	75	817	78	768	0	359	2 100
Material Management	1	5	125	13	178	2	130	454
Seminars	398	82	474	7	1	0	541	1 983
Personnel Management	0	68	711	132	733	8	459	2 111
Systems Approach to Training	0	2	80	7	1	0	26	116
Individual Development	39	39	185	49	166	3	184	665
Auditing	0	5	36	0	2	0	13	56
Total	667	680	5 226	707	3 141	24	3 543	13 988

^aOccupational category not specified on application for training.^bIncludes management courses for the Career Assignment Program.

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Language training and region

Number of students taking language courses, by language studied, type of course and region, 1985

Language studied Type of course	Region					Total
	NCR	Atlantic	Quebec	Ontario	West	
French						
• Continuous	1 447	225	45	75	47	1 839
• Non-continuous	3 540	369	84	107	90	4 190
• Special	182	35	325	1	1	844
• Outside working hours	2 770	1 244	115	1 103	1 918	7 150
Total	7 939	1 873	569	1 286	2 056	13 723
English						
• Continuous	98	0	271	0	0	369
• Non-continuous	731	36	308	10	1	1 086
• Special	24	42	27	3	0	96
• Outside working hours	310	1	1 459	9	1	1 780
Total	1 163	79	2 065	22	2	3 331
Grand total	9 102	1 952	2 634	1 308	2 058	17 054

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Language training (basic continuous courses)

Number of students in basic continuous full-time day courses, by occupational category, language studied and year of enrolment, 1985

Occupational category	Language studied								
	French			English			Total		Grand total
	Enrolled in	Enrolled in	Total	Enrolled in	Enrolled in	Total	Enrolled in	Enrolled in	
	1984 ^a	1985		1984 ^a	1985		1984 ^a	1985	
Management	35	35	70	0	0	0	35	35	70
Scientific and Professional	95	164	259	18	37	55	113	201	314
Administrative and Foreign Service	267	399	666	23	45	68	290	444	734
Technical	48	91	139	20	40	60	68	131	199
Administrative Support	178	241	419	37	86	123	215	327	542
Operational	7	8	15	8	17	25	15	25	40
Other ^b	114	157	271	14	24	38	128	181	309
Total^c	744	1 095	1 839	120	249	369	864	1 344	2 208

^aIncludes only students who continued their training in 1985.^bStudents from departments and agencies not included in the Official Languages Information System (OLIS).^cIn 1985, as in the past, the number of students reported as having received language training does not represent individuals but the number of registrations in various language courses. Thus, a person who has taken two different courses during the year is counted as two separate registrations for the purpose of this report.

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Language training (other courses)

Number of students in other types of courses, by occupational category, language studied and year of enrolment, 1985

Occupational category	Language studied									Grand total
	French			English			Total			
	Enrolled in 1984*	Enrolled in 1985	Total	Enrolled in 1984*	Enrolled in 1985	Total	Enrolled in 1984*	Enrolled in 1985		
Management	147	497	644	1	5	6	148	502	650	
Scientific and Professional	386	1 367	1 753	25	273	298	411	1 640	2 051	
Administrative and Foreign Service	557	2 260	2 817	89	548	637	646	2 808	3 454	
Technical	184	667	851	12	169	181	196	836	1 032	
Administrative Support	727	2 317	3 044	148	919	1 067	875	3 236	4 111	
Operational	53	225	278	40	197	237	93	422	515	
Other ^b	680	1 819	2 499	96	438	534	776	2 257	3 033	
Total	2 734	9 152	11 886	411	2 549	2 960	3 145	11 701	14 846	

^aIncludes only students who continued their training in 1985.^bStudents from departments and agencies not included in the Official Languages Information System (OLIS).

Acting appointment

The designation of a person to carry out, for a temporary period, the duties and responsibilities of a position having a higher maximum rate of pay.

Administrative (see Priority)

Affirmative action

An approach which applies specific analytical tools to identify the sources of discrimination against certain under-represented groups and to remove any obstacles to the equitable representation of these groups in Public Service employment.

Appeal

A request made to have a board, established under paragraph 5(d) of the *Public Service Employment Act*, inquire into the circumstances of an appointment or proposed appointment from within the Public Service, or of a recommendation for release or demotion because of incompetence or incapacity.

Appealable selection processes

Certain selection processes that are subject to appeal under section 21 of the *Public Service Employment Act*.

Appealed selection processes

Selection processes against which one or more appeals have been lodged.

Appointment to the Public Service

Appointment made from the general public or from a government agency not subject to the *Public Service Employment Act*.

Appointment within the Public Service

An appointment within or between departments subject to the *Public Service Employment Act*.

Assignment

The temporary designation of a person, usually within an organization, to perform certain tasks, without affecting the person's appointment status.

Audit or integrated personnel audit

The systematic review and assessment of departments and agencies to determine the extent to which the Treasury Board's or the Public Service Commission's personnel policies, procedures and systems are being complied with and how well delegated personnel authority is being managed.

Bilingual position

- **Staffed imperatively**

A bilingual position whose language requirements must be met by the candidate upon appointment.

- **Language requirement suspended**

A bilingual position whose language requirement is suspended for candidates 55 years of age or over, or on compassionate grounds.

- **Staffed non-imperatively**

A bilingual position to which candidates who have not met the language requirements may be appointed, if they:

- are eligible for language training at public expense;
- have satisfied the Commission that they have the ability to succeed in language training; and
- agree in writing to meet the language requirements of the position within the specified time, or, if unable to do so, to accept a transfer to a position for which they are qualified.

Brokerage

The planned interdepartmental deployment of Executives and Senior Managers with high potential but requiring developmental experience, or who are experiencing temporary employment difficulties not necessarily attributed to performance.

Closed Competition

A competition open only to people employed in the Public Service. Prospective candidates are invited to apply for positions advertised by poster, or are identified from an inventory of eligible employees.

Competition (see Open competition and Closed competition)

Delegation of staffing authority

Authorization that the Commission gives a deputy head to exercise some of its powers, functions and duties, subject to certain terms and conditions. The Commission also approves the delegation, by the deputy head, of these powers, functions, and duties to certain persons within his/her jurisdiction.

Demotion

Appointment of an employee to a position for which the maximum rate of pay is lower than that of the employee's former position. This is done because of incompetence or incapacity, and is based on a departmental recommendation under section 31 of the *Public Service Employment Act*.

Deployment

Appointment, subject to the Management Category Exclusion Approval Order, of an employee in the Management Category to another position at the same, higher or lower level than that of the employee, provided there is no change in the personal classification of the employee.

Downward transfer

Appointment of an employee to a position at a lower level in the same occupational group or subgroup, or in another group or subgroup for which the maximum rate of pay is lower than that of the employee's former position.

Employee mobility

The movement of an employee within or between departments, or where either the occupational group or subgroup changes, or the type of employment changes, such as from specified period to indeterminate.

Employee on probation

An employee whose capabilities and competence to fulfill the requirements of the position through the performance of its duties and responsibilities are being tested during a designated period following appointment.

Exemption

- The dispensation granted by Order-in-Council to a unilingual person to compete for a non-imperative staffing of a bilingual position and to be appointed to it under certain conditions, without being qualified to the level of the language requirements of his/her position in his/her second official language.
- A mechanism used by the Commission to exempt, from having to be assessed each time they are involved in a staffing action, those persons who demonstrate a high degree of proficiency and permanence in their second-language skills.

Executive (EX) group

The senior group of the Management Category, consisting of five levels up to and including most assistant deputy ministers.

Full-time employment

The employment of a person ordinarily required to work the standard weekly hours set out in the relevant collective bargaining agreement or, where one is not applicable, set out by the employer.

Imperative staffing (see Bilingual position)

Indeterminate employment

Part-time or full-time employment with no fixed duration.

Instrument of delegation of staffing authority

A document through which the Commission authorizes a deputy head to exercise certain of its powers, and perform functions and duties, subject to certain terms and conditions, and approves the delegation by the deputy head of these powers, functions, and duties to certain persons within his/her jurisdiction.

Integrated personnel audit (see Audit)

Integrated management process

Process whereby management activities from the planning sub-elements up, and decisions associated with resource allocation and information systems, are closely coordinated and integrated.

Language requirements of position

The language or languages to be used by the incumbent of a position in performing the duties of the position: bilingual, English essential, French essential, or English or French essential.

Language requirements suspended (see Bilingual position)

Language standard

A formalized description of the levels of second-language proficiency required for each language skill in order to carry out the functions and duties of a bilingual position.

Lateral transfer

Appointment of an employee to a position in the same occupational group, subgroup and level, or in another group

or subgroup for which the maximum rate of pay is the same as that of the employee's former position.

Lay-off

The termination of a person's employment, under subsection 29(1) of the *Public Service Employment Act*, "where the services of an employee are no longer required because of lack of work or because of discontinuance of a function." Under these circumstances, the deputy head may lay off the employee, in accordance with Commission regulations. This decision is not subject to appeal.

Linguistic profile

The levels of language proficiency required, in both official languages, in three abilities: reading, writing and oral interaction (listening and speaking considered as a single act of oral communication).

Linguistic status of an incumbent

The employee's status in meeting the language requirements of a bilingual position: "met," "must meet," or "not required to meet."

Management Category

An occupational category composed of two groups (EX and SM), including senior personnel with responsibility for policy development; program formulation and delivery; design and operation of management processes; and management of personnel, finances, and public affairs.

Merit principle

In general terms, principle whereby persons are selected for appointment on the basis of their qualifications for the positions being staffed.

Non-imperative staffing (see Bilingual position)

Occupational group

An occupational category sub-division comprising similar kinds of work requiring similar skills. It often bears a relationship to an identifiable labour market outside the Public Service.

Open competition

A competition open to people from within and outside the Public Service.

Opportunity for advancement prejudicially affected

It is the Commission's responsibility to decide whether an employee's immediate career progression has been or would be hindered by the appointment or proposed appointment, without competition, of another employee. The opinion of prejudicial effect determines that an appeal board has jurisdiction to hear an appeal.

Part-time employment (excluded from the *Public Service Employment Act*)

The employment of a person ordinarily not required to work more than one-third of the standard daily or weekly hours established for people doing similar work (effective January 1, 1981).

Part-time employment (subject to the *Public Service Employment Act*)

The employment of a person ordinarily required to work more than one-third of the standard daily or weekly hours established for people doing similar work (effective January 1, 1981).

Person-year

The employment of one person for a full year or its equivalent.

Post-audit

Follow-up activity to an audit to determine the extent, adequacy, nature and quality of departmental action to correct audit findings.

Priority

- **Administrative**

Entitlement to consideration for appointment before others and without competition, based on Commission policy.

- **Statutory**

Entitlement to appointment or consideration for appointment before others and without competition, as stipulated in the *Public Service Employment Act*.

- **Surplus**

Entitlement to consideration for appointment before others and without competition, granted to employees identified for lay-off who are considered suitable for appointment.

Promotion

Appointment of an employee to a position at a higher level in the same occupational group or subgroup, or in another group or subgroup, for which the maximum rate of pay is greater than that of the employee's former position.

Reappointment for an additional term

Appointment of a term employee to a position in the same occupational group, subgroup, and level, where the new appointment is for a specified period and the total time under the specified period of employment amounts to six months or more in the same position.

Reclassification

Appointment of an employee to a position that has been re-evaluated, where the occupational category, group, subgroup, or level changes from the position's previous classification.

Underrepresentation

Employment in the Public Service of a particular group of individuals whose numbers are less than might be expected given the representation of such persons in the labour market.

Workforce adjustment

"A situation which occurs when a deputy head or *delegated officer* decides that the services of one or more indeterminate employees will no longer be required beyond a specified date because of lack of work or because of the discontinuance of a function. A major *workforce adjustment* situation is one in which ten or more indeterminate employees in a department, in one or more locations are affected at the same time." *Personnel Management Manual*, Volume 4, Chapter 20.

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